



Syllabus of the Programme

for

Post Graduate Programme (MBA)

As per NEP 2020

Curriculum and Credit Framework for Postgraduate Programme

With effect from the Session 2025-26

DEPARTMENT OF MANAGEMENT

FACULTY OF COMMERCE AND MANAGEMENT

CHAUDHARY BANSI LAL UNIVERSITY, BHIWANI

HARYANA, INDIA

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Bhiwani (Haryana) India

SECOND YEAR (SEM III & IV) of 2 year P.G. Program (NHE&F Level 6.5)

Semester	Course Type	Course Code	Nomenclature of course	Theory (Th)/ Practical (P)	Credits		Contact hours per week				Internal Assessment Marks	End Term Examination Marks	Total Marks	Examination hours
					Subject wise	Total	L: Lecture P: Practical T: Tutorial							
							L	T	P	Total				
3	CC-11	25MBA-CC-301	Strategic Management	Th	4	26	3	1	0	4	30	70	100	3
	CC-12	25MBA-CC-302	Business Laws and Governance	Th	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-3			Th	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-4			Th	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-5			Th	4		3	1	0	4	30	70	100	3
	Discipline Elective Course (DEC)-6			Th	4		3	1	0	4	30	70	100	3
	EEC	25MBA EEC-1	Creativity and New Venture Creation	Th	2		2	0	0	2	15	35	50	1.5

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Semester	Course Type	Course Code	Nomenclature of course	Theory (Th)/ Practical (P)	Credits		Contact hours per week				Internal Assessment Marks	End Term Examination Marks	Total Marks	Examination hours
					Subject Wise	Total	L: Lecture P: Practical T: Tutorial							
							L	T	P	Total				
4	CC-13	25MBA-CC-401	Corporate Social Responsibility and Sustainability	Th	4	24	3	1	0	4	30	70	100	3
	CC-14	25MBA-CC-402	Project Report	Th	4		3	1	0	4	50	50	100	0
	Discipline Elective Course(DEC)-7		Th	4	3		1	0	4	30	70	100	3	
	Discipline Elective Course(DEC)-8		Th	4	3		1	0	4	30	70	100	3	
	Discipline Elective Course(DEC)-9		Th	4	3		1	0	4	30	70	100	3	
	Discipline Elective Course(DEC)-10		Th	4	3		1	0	4	30	70	100	3	
	EEC	25MBA-EEC-2	Entrepreneurship & Start Up	Th	2		2	0	0	2	15	35	50	1.5
The students who will opt Dissertation/Project Work in 4 th Semester will study the following subjects.														
	Discipline Elective Course(DEC)-7			Th	4	24	3	1	0	4	30	70	100	3
	Discipline Elective Course(DEC)-8			Th	4		3	1	0	4	30	70	100	3
	Discipline Elective Course(DEC)-9			Th	4		3	1	0	4	30	70	100	3
	Dissertation/Project work	25MBA-REC-418	Dissertation/Research Report/Project Report		12		0	0	0	12	0	300	300	

* 4 credits course as part of IKS.

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Distribution of internal assessment marks criteria is as follows:

Total Internal Assessment Marks(Theory)	Class Participation	Presentation/Assignment/ Quiz/ Class Test etc.	Mid Term Exam
15	4	4	7
30	5	10	15


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Session: 2025-26			
Semester	III		
Name of the Course	STRATEGIC MANAGEMENT		
Course Code	25 MBA-CC-301		
Course Type	CC-11		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:			
Credits			
Teaching Hours per week	Theory	Tutorial	Total
	3	1	4
Internal Assessment Marks	3	1	4
End Term Exam Marks	30	0	30
Max. Marks	70	0	70
Examination Time	100	0	100
Part B- Contents of the Course	3 hours		
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Strategic Management- Meaning, Evolution and significance in contemporary organisations. Strategic Management v/s Business Policy. Strategic Management Process. Levels of Strategy in an Organisation.		15
II	Strategic Formulation- Company's Vision, Mission and Objectives. Environmental and Organisational Appraisal- Various Techniques. Strategic Alternatives. Strategic Choices using Matrices like BCG, GE and Shell etc.		15

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III	Strategic Implementation- Structural Behavioural and Functional Implementation. Strategic Evaluation and Control- Process and Techniques.	15
IV	Emerging Trends in the field of Strategic Management. Synergic and Sustainable Competitive Advantages using Strategy. New Directions in Strategic Thinking and Leadership.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: Jauch and Glueck, Business Policy and Strategic Management, McGraw Hill. Thompson LA and Stickland AJ, Strategic Management- Concepts and Cases, McGraw Hill. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill. Kenneth and Andrews, Concepts of Corporate Strategy. Thompson, Crafting and Executing Strategy, McGraw Hill. Melvin J Stanford, Management Policy.		

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Name of Programme	MBA		
Semester	III		
Name of the Course	BUSINESS LAWS AND GOVERNANCE		
Course Code	25 MBA-CC-302		
Course Type	CC-12		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the importance and various provisions of relating to Contracts. CLO 2: Understand the dynamics of company formation and management. CLO 3: Know in detail the acts governing Information Technology in India CLO 4: Understand laws governing Intellectual Property and Consumer Protection in India.		
Credits	Theory		
Teaching Hours per week	Theory	Tutorial	Total
	3	1	4
Internal Assessment Marks	3	1	4
End Term Exam Marks	30	0	30
Max. Marks	70	0	70
Examination Time	100	0	100
Part B- Contents of the Course	3 hours		

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

UnitTopics

I	Indian Contract Act 1872 - Nature and Scope. Essential of a contract and various types of contracts. Formation, performance and discharge of a contract. Legal remedies against a breach of a contract.	Contact Hours
II	Company Act 2013- Meaning, nature, features and types of company. Formation of a company. Various issues relating to management of a company. Legal remedies against mismanagement of company. Provisions relating to winding up of a company.	15
III	Introduction to E-commerce and need for regulatory framework for E-commerce. Contract v/s E-Contract. IT Act 2000- Nature Scope and Objectives of IT Act 2000. Provisions relating to security issues in E-commerce. Cyberspace, Cybercrime and Cybersecurity.	15

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IV	IPR and IP Laws. Patents and Copyrights- Meaning and legal remedies against infringement. Consumer Protection Act 2019- Features and provisions. District, State and National Consumer Forums.		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: Singh, Avtar, Company Law, Eastern Publications. Tuteja, SK, Business Law for Managers , Sultan Chand. Gupta, Parul, Legal Aspects of Business- Concepts and Applications, EBC Webstore. Pathak, Akhileshwar, Legal Aspects of Business, EBC Webstore. Kuchhal, MC, Business Law, Vikas Publishing House.			

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Name of Programme	MBA		
Semester	III		
Name of the Course	Advertising Management		
Course Code	25 MBA-DEC-313		
Course Type	DEC-3		
Pre-requisite for the course (if any)	Case Studies, advertisements and articles in this area to be discussed in routine with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Comprehend the significance of advertising in acquiring and retaining customers and issues involved in advertising. CLO 2: To make students understand the elements of advertising to design the ads and the role of ad agency in attaining its broad marketing objectives. CLO 3: Devise media plan and make students understand the ad budget and the techniques of budgeting. CLO 4: Learn the techniques of measuring ad effectiveness and new concepts in reshaping the field of advertising.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Understanding advertising: Concept, evolution, purpose and classification. Advertising and society: ethical issues in advertising, social criticism of advertising, Laws in advertising, advertising bodies in India, Advertising objectives and DAGMAR approach	12
II	Brand positioning and advertising, Advertising agency; types, functions and structure of advertising agency, client-agency relationship; Source and message decisions, Building of advertising programme - message, headlines, copy, logo, illustration, appeal, and the layout.	16
III	Media planning and strategy – development of media plan,	18

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	establishing media objectives, developing and implementing media strategies, evaluation and follow up of media plan; Budgeting-establishment and allocation and budgeting approaches. Measuring the effectiveness of the promotional program-	
IV	Measuring advertising effectiveness: pre testing, post testing, laboratory tests and field tests. Online advertising: objectives, importance, types and challenges of online advertising, advertising on the internet, social network platforms and measuring effectiveness of internet advertising.	14
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Belch, George E., Belch Michael A. and Purani Keynoor: Advertising and Promotion: An integrated Marketing Communication Perspective, McGraw Hill Education Pvt. Ltd., New Delhi.		
Jethwaney J. and Jain S.: Advertising Management, Oxford University Press, New Delhi.		
Batra Rajeev, Myers John G. and Aaker, David A., Advertising Management, Pearson Education, India.		
Kazmi S. H. H. and Batra S. K., Advertising and Sales Promotion, Excel Books, New Delhi.		

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Name of Programme	MBA		
Semester	III		
Name of the Course	INVESTMENT MANAGEMENT		
Course Code	25 MBA-DEC-323		
Course Type	DEC-3		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get Acquaintance of the fundamentals of investment management, investing operations, and investment avenues. CLO 2: Analyze and identify securities for investment and trading in Indian markets. CLO 3: Understand, Analyze and apply valuation models to securities price forecasting. CLO 4: Evaluate the intrinsic value of financial asset and analyzing the factors that influence its price in the future.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Investment – meaning and avenues of investment, Concept of risk and return in stock investing: determinants of stock return, nature and sources of investment risk, measurement of underlying risk and return. Investment choices and asset allocation decision – Investment process, individual investor life cycle and asset allocation, security and portfolio approaches, continuous and discrete compounding.	15
II	Organization and functioning of financial markets in India - primary, secondary markets, and financial intermediaries. Listing of securities, securities trading and settlement, investor protection and regulation of securities trading and markets: SEBI guidelines.	15

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III	Security evaluation framework: Common evaluation framework for bonds and equities, Random walk theory and Efficient market hypothesis: forms, tests and anomalies, Fundamental analysis – Economic, industry and company analyses.	15
IV	Technical analysis – DOW theory, technical trading tools and underlying rules: Bollinger bands and Fibonacci lines, Moving averages convergence and divergence (MACD) and Relative strength Index (RSI), Volume indicators (VI), Accumulation/Distribution (A/D) and Directional Index (DI). Passives and active investing, investing in fixed income securities: principles and valuation.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Alexander, G.J., Sharpe, W.F. and Bailey, J.V., Fundamentals of Investments, Prentice Hall.		
Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., Investments, Tata McGraw-Hill.		
Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill.		
Elton, E.J. and Gruber, M.J., Modern Portfolio Theory and Investment Analysis, John Wiley and Sons.		
Fabozzi, F.J. and Markowiz, H.M., The Theory and Practice of Investment Management:		
Graham and Dodd, “Security Analysis Asset Allocation, Valuation, Portfolio Construction, and Strategies”, Wiley.		
Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management, Prentice Hall.		
Mayo, H.B., Investments: An Introduction, Thomson Asia.		

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Session: 2025-26

Name of Programme	MBA		
Semester	III		
Name of the Course	Industrial Relations and Employment Laws		
Course Code	25 MBA-DEC-333		
Course Type	DEC - 3		
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand the facets of the interactions between employers and employees. To be conversant with various emerging trends in industrial relations. CLO 2: Understand the characteristics, roles and relevance of trade unions. Comprehend several forms and causes of industrial disputes and to understand the legal framework for dispute resolution CLO 3: Understand the need, importance and fundamental principles of labour legislation in India CLO 4: Understand legal provisions of Regulative and Protective Labour Legislations, Social Security Legislations, Wage Related Legislations		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Industrial Relations: Meaning, Nature, Objective and Significance of Industrial Relation; Meaning of Employee Relations and its difference with Industrial Relations; Tripartite Scheme of Industrial Relations; Approaches to the Industrial Relation - Psychological Approach, Sociological Approach, Human Relations Approach, Socio Ethical Aspects, Gandhian Approach, Unitary Approach, Pluralistic Approach; Salient Features of IR in India	15
II	Trade Unions: Definitions , Reasons for formation of trade unions, Characteristics , Functions, Problems faced by Trade unions and future of trade unions; Workers Participation in Management and Collective Bargaining: Meaning and nature, Essential Pre- requisites for collective bargaining, Levels of Collective Bargaining-Plant Level, Industry Level and National Level, The collective Bargaining	15

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	Process, Advantages and disadvantages of collective bargaining; ILO and its role - Tripartite approach in industrial relations. Industrial Disputes: Meaning, Cause, Types, Machineries for prevention and solution of Industrial Disputes.	
III	Labour Legislations: Nature, Objectives, Need, Classification/Types of Labour Legislation; Principles of Modern Labour Legislation; Factors Influencing Labour Legislations; New Labour Codes. The Regulative & Protective Labour Legislations: The Trade Unions Act, 1926; The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948	15
IV	Wage-Related Labour Legislations: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. Social Security Labour Legislations: The Workmen's Compensation Act, 1923, The Maternity Benefit Act 1961. Laws Relating to Protection of Women at Workplace: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013;	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2012). Dynamics of industrial relations (15th ed.). Himalaya Publishing House. Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). Industrial relations and labour laws (2nd ed.). Tata McGraw-Hill Education. Srivastava, S. C. (2012). Industrial relations and labour laws (6th ed.). Vikas Publishing House. Venkata Ratnam, C. S. (2010). Industrial relations (2nd ed.). Oxford University Press. Sarma, A. M. (2016). Industrial relations: Conceptual and legal framework (2nd ed.). Himalaya Publishing House. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions and labour legislation (2nd ed.). Pearson Education India. Gupta, R. C. (2019). Industrial relations and labour laws. Sultan Chand & Sons. Dwivedi, R. S. (2009). Managing human resources and industrial relations. Galgotia Publishing Company. Mishra, S. N. (2002). Labour and industrial laws. Central Law Publications. Kapoor, N. D. (2021). Elements of industrial law. Sultan Chand & Sons. Bare Acts (Latest editions). The Factories Act, 1948; The Industrial Disputes Act, 1947; The Trade Unions Act, 1926; The Payment of Wages Act, 1936. Government of India.		

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Goswami, V. G. (2023). Labour and Industrial Laws (12th ed.). Central Law Agency.
Padhi, P. K. (2021). Labour and Industrial Laws (3rd ed.). PHI Learning.
Taxmann. (2023). Labour laws in India – A comprehensive guide. Taxmann Publications.
Kumar, H. L. (2018). Digest of labour cases. Universal Law Publishing.
Sharma, J. P. (2020). Simplified approach to labour laws. Bharat Law House.
Singh, M. (2017). Labour laws: Everybody should know. Universal Law Publishing.
Chhabra, T. N., & Rastogi, N. (2016). Industrial relations and labour laws. Sun India Publications.
Jain, D. S. (2015). Industrial and labour laws. Regal Publications.
Anand, D. (2022). Handbook on labour & industrial law. Law Publishing House.

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Name of Programme	MBA		
Semester	III		
Name of the Course	Fundamentals of Business Analytics		
Course Code	25 MBA-DEC-343		
Course Type	DEC-3		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: . Understand the need for effective business analytics within an organization. CLO 2. Analyze complex problems using advanced analytics tools. CLO 3. Apply various optimization models such as linear optimization, integer linear optimization and non-linear optimization. CLO 4. Demonstrate descriptive, predictive and prescriptive business analytics.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction: Decision making, Business analytics defined, Big data, Business analytics in practice. Descriptive Statistics: Overview of using data: definitions and goals, types of data, modifying data in excel, creating distributions from data, measures of location and variability, analyzing distribution, measures of association between two variables. Data Visualization: Overview, Tables, Charts, Advanced data visualization, data dashboards	15
II	Spreadsheet Models: Building good spreadsheet models, what if analysis, excel functions for modeling, auditing spreadsheet models. Linear optimization models: Minimization problem, solving the par. Inc problem, maximization problem, special cases of linear program outcomes, sensitivity analysis, general linear programming notation	15

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III	Types of Integer linear optimization models, eastborne realty example, solving using excel solver, application involving binary variables, modeling flexibility provided by binary variables, generating alternatives. Nonlinear optimization models: a production application, local and global optima, a location problem, Markowitz portfolio model, forecasting adoption of a new product	15
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IV	Need for measurement, characteristics of measures, measurement system terminology, Salient attributes of a good metric, SMART test for ensuring metric relevance to business, Supply chain associated with the metric, Fact-based decision making and KPIs, Few sample KPIs used by Human Resource (HR) division, Mapping metrics to business phases KPIs, and Performance Management	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Text Books:		
• Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2015) Essentials of business analytics (2nd ed.). Cengage Learning.		
• Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M. (2014). Business analytics: Principles, concepts and applications. Pearson		
• Prasad, R. N., & Acharya, S. (2011). Fundamentals of business analytics. Wiley.		
Reference Books:		
• Liebowitz, J. (2013). Business analytics: An introduction. Auerbach Publications.		
• Hardoon, D. R., & Shmueli, G. (2016). Getting started with business analytics. CRC Press, Taylor & Francis.		
• Rao, P. H. (2014). Business analytics: An application focus. Prentice Hall India.		
• Provost, F., & Fawcett, T. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. O'Reilly Media.		
• Pinsky, M. A., & Karlin, S. (2010). An introduction to stochastic modeling (4th ed.). Academic Press		

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Name of Programme	MBA		
Semester	III		
Name of the Course	CONSUMER BEHAVIOUR		
Course Code	25 MBA-DEC-314		
Course Type	DEC-4		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Learn how to get insights on the behaviour of the consumers. CLO 2: Understand the dynamics of consumer decision making CLO 3: Know about various influences on consumer behaviour CLO 4: Understand marketing implications of various concepts relating to Consumer Behaviour.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Basics of Consumer Behaviour - Meaning, Historical Development, Nature, Scope and Significance of its Study for Marketers. Consumer Decision Making and its Marketing Implications. Consumer Research.	15
II	Psychological Influences on Consumer Behaviour with Underlying Marketing Implications- Perception, Personality, Motivation, Learning, Attitude Formation and Change.	15
III	Group and Socio-Cultural Influences on Consumer Behaviour with Underlying Marketing Implications- Reference Group Influences, Family Influences, Culture, Sub-Culture and Social Class Influences.	15

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IV	Communicating with Consumers - Diffusion of Innovation- Elements and Marketing Implications. Opinion Leadership- Concept and Marketing Implications. Emerging Trends in the Field of Consumer Behaviour.		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education. Blackwell, RD, PW Miniard JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons. Assel, H, Consumer Behaviour- A Strategic Approach, Houghton Mifflin. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill. Hawkins, DL, DLMothersbaugh and Amit Mookherjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd. Solomon, Michael R, Consumer Behaviour, Prentice Hill. Harvard Business Review. Journal of Consumer Behaviour.			

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Name of Programme	MBA		
Semester	III		
Name of the Course	BANKING AND FINANCIAL SERVICES		
Course Code	25 MBA-DEC-324		
Course Type	DEC-4		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the theoretical and professional disciplines of banking, finance, and the Indian financial ecosystem. CLO 2: Understand the dynamic policy changes of the banking industry including the fintech. CLO 3: Have a practical understanding of the various distribution channels of financial and insurance products for effective marketing. CLO 4: Have a practical understanding of regulatory and compliance mechanisms in the financial services industry.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Overview of financial services – meaning, nature of financial services, type and importance of financial services in an economy. Growth and evolution of financial services companies in India. Merchant Banking Services: Meaning, types, functions, registration and Code of Conduct.		15

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II	Securitization: securitization as a funding mechanism, securitization in India. Merchant banking: nature, scope and the regulation of merchant banking in India. SEBI guidelines for public issues. Equipment leasing – Concept, evolution and classification. Leasing in India: legal aspects, tax consideration, risks in leasing business, lease evaluation from lessee’s and lessor’s perspective.	15
III	Mutual funds (MFs) – evolution, types, regulation, organizational structure and assets under management (AUM) in mutual funds in India. Credit rating – concept, rationale, process, methodology, SEBI regulations for credit rating in India.	15
IV	Consumer finance – role of consumer credit in the financial system, legal framework, credit screening methods in India. Credit cards – concept, types, billing and payment, settlement procedure, mechanism of transactions. Venture capital (VC) – nature, stages, role of venture capital and private equity. Venture capital financing in India with respect to investment process and evaluation criteria.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Bansal, L.K., Merchant Banking and Financial Services, Tata McGraw Hill.		
Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw-Hill.		
Gurusamy, S., Financial Markets and Institutions, Thompson Learning.		
Khan, M.Y., Management of Financial Services, Tata McGraw-Hill.		
Kohn, M., Financial Institutions and Markets, Tata McGraw-Hill.		
Padmalatha, S., Management of Banking and Financial Services, Sultan Chand and Sons.		
Sengupta, A.K., International Factoring in India: Issues, Problems and Prospects.		
Tripathy, N.P., Mutual Funds in India: Emerging Issues, Excel Books.		

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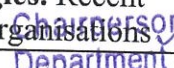
Name of Programme	MBA		
Semester	III		
Name of the Course	Compensation and Reward Management		
Course Code	25 MBA-DEC-334		
Course Type	DEC - 4		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To familiarize the students with the dynamics of Compensation and Reward Management. CLO 2: To analyze and restructure compensation management system, policies and strategies. CLO 3: To familiarize the students with the current trends of Compensation and reward Management CLO 4: To familiarise with the role of various bodies / authorities involved in Compensation and Reward Management.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Compensation and Reward Management: Definition, Goals, Concept of Wages -Minimum Wage, Fair Wage and Living Wage; Theories of Wages & Salary administration; Compensation Philosophies. Wage Differentials and Wage Equity. Components of Compensation Plan: Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.	15
II	Compensation System planning and Design: Designing Pay Level/Pay Grades, Pay Matrix/Mix and Pay Structures. Issues and Challenges. Job Evaluation: Objective, Principles, Procedure & Methods; Compensation Management as a Retention Strategy. Executive Compensation Plans and Package;	15
	Strategic perspectives of Reward systems and strategies. Recent Development in Rewards and Recognition in business organisations	

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III	Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient Incentive System, Types of Incentive Schemes, Performance linked Compensation, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Global Compensation Practices: Issues and Challenges.	15
IV	Pay Commissions & Wage Boards - Pay Commissions and Wage Boards in India. Tax Implications of Employee's Compensation Package. Code on Wages, 2019: Major Provisions of Wage related Legislations.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Armstrong, M. (2021). Armstrong's handbook of reward management practice: Improving performance through reward (6th ed.). Kogan Page.		
Barry, G. (2013). Total rewards communication handbook. World atWork Press.		
Bhatia, S. K. (2009). Strategic compensation management. Deep & Deep Publications.		
Bhattacharyya, D. K. (2020). Compensation management (3rd ed.). Oxford University Press India.		
Deb, T. (2009). Compensation management: Text and cases. Excel Books.		
Gerhart, B., & Rynes, S. L. (2003). Compensation: Theory, evidence, and strategic implications. SAGE Publications.		
Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). Managing human resources (8th ed.). Pearson Education. (Includes compensation and benefits.)		
Henderson, R. I. (2006). Compensation management in a knowledge-based world (10th ed.). Pearson Education.		
Heneman, R. L. (2002). Strategic reward management: Design, implementation, and evaluation. IAP.		
Martocchio, J. J. (2017). Strategic compensation: A human resource management approach (9th ed.). Pearson.		
Milkovich, G. T., Newman, J. M., & Gerhart, B. (2022). Compensation (13th ed.). McGraw- Hill Education.		
Rao, P. L. (2010). Human resource management: Text and cases. Excel Books India. (Includes compensation topics in Indian HRM.)		
Sharma, A. M. (2016). Understanding wage and compensation system (18th ed.). Himalaya Publishing House.		
Shields, J. (2016). Managing employee performance and reward: Concepts, practices, strategies (2nd ed.). Cambridge University Press.		
Srivastava, S. C. (2004). Wage and salary administration. Vikas Publishing House.		
Torrington, D., Hall, L., & Taylor, S. (2017). Human resource management (10th ed.). Pearson Education. (Sections on pay and reward systems.)		

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Part A - Introduction

Name of Programme	MBA		
Semester	III		
Name of the Course	BUSINESS ANALYSIS USING EXCEL		
Course Code	25 MBA-DEC-344		
Course Type	DEC - 4		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Turn the Numbers into Better Business Decisions. CLO 2: Know the Professional Tools available for Business Analysts. CLO 3: Learn the Winning Charts for Business Communication. CLO 4: Compare the different Business Scenarios.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B - Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to Excel: Turning Numbers into Better Business Decisions The Business Analyst's Excel Toolbox:-Essential Excel for Business Analysis, Professional Tools for Business Analysts.	15
II	Data Management and Organization: Collecting and Managing Business Data, Importing and Exporting Data, Power Functions for Managing Business Data.	15
III	Data Presentation: Communicating the message, meeting Stakeholders and Their Needs, Data Presentation Formats, Winning Charts for Business Communication: Professional Charting, Dynamic Charts.	15
IV	Data Analysis tools: Looking Inside the Data (Analysis): Analysing Data with Pivot Tables, Comparing Business Scenarios; Data Forecasting Time Series and Forecasting, Regression.	15
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		

Part C - Learning Resources

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Recommended Books/e-resources/LMS:

Whigham David, Business Data Analysis Using Excel, Oxford.

Winston Wayne, Microsoft Excel data analysis and business modeling, McGraw Hill Education

Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI

Fairhurst Danielle Stein, Using Excel for Business Analysis- A guide to Financial Modelling, Wiley Publishing.

Day Alastair L. Mastering Financial Modeling in Microsoft Excel, Pearson, 2nd Edition

John Walkenbach, Excel 2019 Bible, Wiley Publishing.

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Name of Programme	MBA		
Semester	III		
Name of the Course	Digital and Social Media Marketing		
Course Code	25 MBA-DEC-315		
Course Type	DEC - 5		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the fundamentals, scope, tools, and ethical aspects of digital marketing CLO 2: Apply SEO, SEM, and social media strategies to build digital marketing campaigns CLO 3: Analyze digital consumer behavior and make strategic marketing mix decisions. CLO 4: Utilize websites, mobile platforms, and analytics tools to enhance digital marketing effectiveness.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction of Digital Marketing: Meaning & Characteristics. Difference between Digital and Traditional Marketing. Scope of Digital Marketing. Tools used for Digital Marketing, Digital Marketing Environment Analysis, Digital Marketing and Branding, Ethical and Legal Issues in the field of Digital Marketing.	12
II	Introduction to SEO; understanding search engines, basics of keyword search, On-page and off-page SEO. Search Engines Marketing; Digital advertising, Search engine advertising. Social Media Marketing;	18

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	Facebook Marketing, LinkedIn Marketing, Instagram and Snapchat, Digital Marketing Strategy Formulation and Execution.	
III	Understanding Digital Consumer Behavior: Consumer Characteristics and profiles, Information Search Behavior, Factors Influencing Consumption Behavior, Purchase Decision Process, Post Purchase Behavior and Management. Digital Marketing Mix Decisions- Product, Price Distribution and Promotion. Digital Market Segmentation, targeting & Positioning.	15
IV	Digital Marketing Mechanisms: Websites- Company and Retail Service Providers, Video Hosting and Entertainment- Youtube, Wimeo, Netflix etc., Mobile Phones and Applications, E-mails, Blogs, Web Analytics Key metrics, Types of tracking codes, Mobile analytics.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education (2017)		
Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.		
Philip Kotler, Hermawan Kartajaya, Iwan Setiawan - Marketing 4.0_ Moving from Traditional to Digital-Wiley (2016)		
Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies (2017)		
Jason McDonald, Social media marketing workbook: how to use social media for business. JM Internet Group (2016)		
Dan Zarrella - The Social Media Marketing Book-O'Reilly Media (2009)		

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Name of Programme	MBA		
Semester	III		
Name of the Course	RISK MANAGEMENT AND INSURANCE		
Course Code	25 MBA-DEC-325		
Course Type	DEC-5		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand insurance risk metrics for risk hedging. CLO 2: Understand dynamics of insurance contracts and provisions as the features of property-liability insurance, life and health insurance. CLO 3: Develop analytical skills for assessing insurance product cost and pricing, marketing, and distribution. CLO 4: Understand risk management in volatile ecosystem and environment for risk hedging and value generation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Evolution, growth and organizational structure of banking in India, Salient provisions of Banking Regulation Act, 1949, Bank Nationalization, restructuring and consolidation. Debt restructuring and NPAs, Banking prudence, capitalization and Basel norms.	15
II	Organization and structure of Insurance for risk transfer and financial intermediation: Insurable interest and insurance principles for life, marine, fire insurance. Role of insurance Companies in financial stabilization, nation building and infrastructure development, Salient	15

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	features of Insurance Regulation and Development Authority (IRDA) Act, 1999.	
III	An overview of operations and performance of public, private and foreign insurance companies in India. Insurance density, penetration and affordability of generic insurance products, schemes and plans in India for life and general purpose insurance. Annuities and its roles in insurance product designing and risk mitigation. Distribution channel in Insurance: Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.	15
IV	Risk and its Management, Objectives of Risk Management, Risk Identification and Measurement, Risk Pooling Arrangements and Diversifications, Process of Risk Management. Risk Aversion and Risk Management of Individuals and Corporations, Risk Management and Shareholder's Wealth. Analytical tools used in Corporate Risk Management: DOW Index, Fault Tree, Event Tree, Hedging with Derivative Contracts, Risk Pricing. Process of Risk Control, Loss Prevention, Techniques of Risk Retention and Reduction.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
MiniPraveTripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.		
N. Mishra, Insurance, Vikas Publication.		
Trington and Mehaus : Risk Management and Insurance, Tata Mcgraw Hills		
George Rejda: Principles of Risk Management and Insurance		

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Name of Programme	MBA		
Semester	III		
Name of the Course	Talent Acquisition and Performance Management		
Course Code	25 MBA-DEC-335		
Course Type	DEC - 5		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand the talent management process, talent management systems, and challenges in developing and retaining talent. CLO 2: Provide a comprehensive conceptual and practical insight to the entire cycle of performance appraisal and management including the ethical issues CLO 3: Describe the concept of potential appraisal, its determinants and steps in process. CLO 4: Explain the methods of performance appraisal, and comprehend the performance related problems		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Talent Management: Basic foundations of Talent Management, Leveraging Talent, Talent Value Chain, Talent Management Process, Talent Management System: Components and benefits of Talent Management System and challenges in developing TMS. Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent	15
II	Developing and Retaining Talent – Importance, Potential identification and development, integrating coaching, Employee Retention- motivation and engagement, Evolution of Talent Development Strategy. Developing Talent Management Information System. Global Talent Management. Developing Leadership Talent. Managing Diverse Talent. Managing Virtual Talent. Talent Analytics	15

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III	Performance Management: Conceptual Framework. Approaches for defining performance. Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal. Performance Measurement: classification of metrics: types of metrics, characteristics of performance metrics and managing metrics. Approaches for measuring Organizational Performance: Balanced scorecard, European foundation for quality management (EFQM) model, Economic value added (EVA) model and traditional financial measures; Key Indicators for measuring Financial Performance and Non-Financial Performance analysis; Job analysis in performance management system.	15
IV	Performance Management and Development: Personal development plan (PDP), 360-degree feedback and BARS as development tool. Performance management and pay. Performance management for teams; and performance evaluation. Performance problem solving: Overview of performance problems, managing underperformers, handling problems at performance review meeting. Ethical issues and dilemmas in Performance Management, Performance Management in Multinational Corporations.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: Janson, Kimberley (2015). Demystifying Talent Management: Unleash People’s Potential to Deliver Superior Results. Maven House Press. Kermally, Sultan (2004). Developing and Managing Talent: A blueprint for business survival. Thorogood Press (Acorn Magazines Ltd.) Rugg-Gunn, Mike (2024). Managing Talent: A short guide for the Digital age, Routledge (Taylor and Francis Group). Cappelli, P. (2008). Talent on demand: Managing talent in an age of uncertainty. Harvard Business Press. Collings, D. G., Scullion, H., & Vaiman, V. (Eds.). (2015). Talent management of self-initiated expatriates: A neglected source of global talent. Palgrave Macmillan. Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford handbook of talent management. Oxford University Press. Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. Human Resource Management Review, 16(2), 139–154. https://doi.org/10.1016/j.hrmr.2006.03.001 Silzer, R., & Dowell, B. E. (Eds.). (2009). Strategy-driven talent management: A leadership imperative. Jossey-Bass. Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response. Somuendra Narain (2013), Performance Management, Cengage learning publication (2nd edition) Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of performance management: An evidence-based guide to delivering high performance (7th ed.). Kogan Page.		

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Aguinis, H. (2019). Performance management (4th ed.). Chicago Business Press.
Pulakos, E. D. (2009). Performance management: A new approach for driving business results. Wiley-Blackwell.
Grote, D. (2011). How to be good at performance appraisals: Simple, effective, done right. Harvard Business Review Press.

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Session: 2025-26			
Name of Programme	MBA		
Semester	III		
Name of the Course	Database Management System		
Course Code	25 MBA-DEC-345		
Course Type	DEC - 5		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Explain the basic concepts of data modeling, database systems, entity relationship model, relational data model, and relational database design. CLO 2. Design and model the real-world database systems from the given requirements specifications using the entity-relationship model/relational model and learn to convert the ER model into a relational schema. CLO 3. Describe the fundamentals of SQL and formulate SQL queries on data for data definition, manipulation, retrieval, and analysis. CLO 4. Justify the relevance of the normalization of databases and discuss the implementation techniques of database management systems		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	File Systems and Database; Components of Database Management Systems, Advantages of DBMS; Database Management Models: Relational, Network, Hierarchical, Object Oriented.	15	
II	Entity-Relationship Data Model, Normalization and its significance and different levels of normalization, Physical Database Design, Integrity Constraints, database security and disaster recovery strategies	15	

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III	Structured Query Language (Data Definition, Data Manipulation, Data Control), Aggregate Functions, Nested Sub Queries, Views.	15
IV	Mapping ER/EER model to relational database, functional dependencies, Lossless decomposition, Normal forms (up to BCNF). ACID properties, Concurrency control.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Text Books:		
• Silberschatz, A., Korth, H. F., & Sudarshan, S. (2019). Database system concepts (7th ed.). McGraw Hill Education.		
• Elmasri, R., & Navathe, S. B. (2016). Fundamentals of database systems (7th Global ed.). Pearson Education.		
• Ramakrishnan, R., & Gehrke, J. (2014). Database management systems (3rd ed.). McGraw Hill.		
Reference Books:		
• Connolly, T., & Begg, C. (2013). Database systems: A practical approach to design, implementation and management (6th ed.). Pearson.		
• Sumathi, S., & Esakkirajan, S. (2007). Fundamentals of relational database management systems. Springer.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	III		
Name of the Course	Marketing Research and Analytics		
Course Code	25 MBA-DEC-316		
Course Type	DEC-6		
Pre-requisite for the course (if any)	MS Excel and SPSS Software		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	1: Identify and formulate marketing research problems and apply appropriate research designs for data collection and analysis. 2: Utilize measurement and scaling techniques, sampling methods, and statistical tools like SPSS for marketing research analysis. 3: Apply marketing analytics concepts and leverage MS Excel tools such as pivot tables to organize and summarize marketing data. 4: Analyze revenue and demographic data using advanced Excel functions like GETPIVOT, report filters, and cross-tabulations for strategic decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to marketing research: concept, classification and marketing research process; Defining the marketing research problem and developing an approach; Marketing research design: exploratory research, descriptive research and experimental research designs.	15
II	Measurement and scaling techniques; Sampling design: sampling techniques, sample size determination; Marketing research tools and methods through SPSS: conjoint analysis, cluster analysis, factor analysis, correlation and regression; Report preparation and presentation.	20
III	Introduction to marketing analytics: definition, need and Scope of marketing analytic; Marketing Analytics Vs Marketing Research; Levels in marketing analytics; Adoption and application of marketing analytics;	15

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	MS Excel as a tool for conduction of marketing analytics; Using MS Excel to organize and summarize marketing data: creation of pivot tables and organizing data.	
IV	Summarizing Revenue Data: Month-wise and Product-wise; slicing & dicing of data: pareto principle, report filters and slicers; Demographic analysis: analyzing sales data by age, gender, income and location construction of crosstabs of two demographic variable; Using GETPIVOT Function for Pulling Data; Adding Data Labels and Data Tables.	10
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: Cooper, Donald R and Pamela S Schindler, Marketing Research- Concepts and Cases, Tata McGraw Hill Publishing Company Limited, New Delhi. Chhotra, Naresh K and S Dash, Marketing Research- An Applied Orientation, Pearson. Anurag Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.		

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Name of Programme	MBA		
Semester	III		
Name of the Course	Project Planning and Management		
Course Code	25 MBA-326		
Course Type	DEC-6		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the concepts of project management for planning to execution of projects. CLO 2: Comprehend the fundamentals of contract acquisition, administration, costing and the budgeting. CLO 3: Understand the feasibility analysis of project management and network analysis tools for cost and time estimation. CLO 4: Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Theoretical foundations for capital expenditure decisions, Project ideation and idea generation, Screening of Project Idea. Feasibility study, Market and demand analysis. Technical analysis, financial estimation and projections.	15
II	Financing of Projects: Investment criteria, term financing and consortium lending, sovereign funds, Venture capital and the PPP, BOT and TOT models. Project risk analysis: firm risk and market risk identification and estimation. Multiple Projects: Cash flow estimation, risk mitigation and constraints.	15
III	Network Techniques for Project Management: critical review of PERT and CPM, Time-cost overruns and project review. Legal, tax and regulatory considerations.	15

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IV	Social cost and benefit analysis (SCBA), Environment impact assessment and appraisal, Manpower planning and human aspects in project management.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Chandra, Prasanna: Projects : Preparation, Appraisal, Budgeting and Implementation, 3 rd ed., New Delhi, Tata McGraw Hill, 1987.		
Kerzner, H. (2017). <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i> (12th ed.). Wiley.		
Horine, G. M. (2022). <i>Project Management Absolute Beginner's Guide</i> (5th ed.). Pearson Education.		
Anbanandam, R., Meredith, J. R., & Shafer, S. M. (2023). <i>Project Management: A Managerial Approach</i> (11th ed., Indian Adaptation). Wiley India.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	III		
Name of the Course	Human Resource Metrics and Analytics		
Course Code	25 MBA-336		
Course Type	DEC - 6		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Develop an understanding of the concept of HR Analytics, HR Metrics, HR Scorecard, and HR Benchmarking. CLO 2: Acquaint with various applications of HR Analytics in business decisions CLO 3: Explain the various HR analytical frameworks, HR Models, HR Data and its governance CLO 4: Describe the usage of predictive analytical techniques in HR decision optimizations		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to HR Analytics: Concept, Perspectives, Evolution. Need of HR Analytics, Changing HR Dynamics. Application of HR Analytics. HR Metrics (<i>Workforce Planning Metrics, Recruitment Metrics, Optimizing Selection and Promotion Decisions, Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics.</i>). HR Scorecard. HR Benchmarking	15
II	Preparation for HR Analytics: Identify the Purpose/Aims and Scope of Analytics, Devise Methodology for using it, preparing for an analytics Unit, Developing an Analytics Culture in business organizations. Pre-requisites of HR Analytics: Engaging with Stakeholders, Coaches, Technological Know-how, Build Analytics Team, Involvement of Consultant and Coaches. Developing HR Analytics Culture: Importance of Leadership; Overcoming Resistance to HR Analytics; Communicate with Storytelling and Visualization.	15
III	Tools for HR Analytics: Technology Options (<i>On-Premise or Cloud Based</i>), Software as a Service (<i>SaaS</i>). Components of Analytic Technology (<i>HRIS, HR data warehouse, Reporting Technology, Statistical Analysis & Machine</i>	15

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	Learning Technology, Visualization Technology such as Power BI, Tableau, Cognitive Technology) Data Collection: Source of Data, Common Data Challenges and Solutions, Tidying the Data HR Analytics Modelling: Details of Analytics Design Framework, Data Analysis Question Types, Building Models, Supervised and Unsupervised Learning Methods.		
IV	Applications: Case Studies on Applications of HR Analytics in the areas of Diversity, Employee Attitude Surveys/Workforce Perceptions, Employee Engagement, Prediction of Employee Turnover, Predicting Employee performance, Recruitment and Selection Analytics, Monitoring the Impact of Interventions: Predictive Modelling Scenarios and Business Cases. Future of HR Analytics: New Opportunities & Challenges, Emerging Data Sources, and Evolving Technology such as Artificial Intelligence		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: Bassi, L., McMurrer, D., & Christensen, M. (2012). HR analytics handbook. McBassi & Company. Bhattacharyya, Dipak Kumar (2023). HR Analytics: Understanding Theories and Applications (2 nd Edition). Wiley India Diez, Fermin, Bussin, M. & Lee, V. (2020) Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing Edwards M. R, Edwards, K. and Jang, D. (2024) Predictive HR Analytics: Mastering the HR Metric(3 rd Edition), Kogan Page Edwards, M. R., & Edwards, K. (2016). Predictive HR analytics: Mastering the HR metric. Kogan Page. Fitz-enz, J. (2010). The new HR analytics: Predicting the economic value of your company's human capital investments. AMACOM. Fitz-enz, J., & Mattox, J. R. (2014). Predictive analytics for human resources. Wiley. HR Analytics: The What, Why and How, Tracey Smith. WILEY & SAS Business) Pease, G., Beresford, B., & Walker, L. (2014). Optimizing talent with HR analytics: Advanced strategies for predicting and improving performance. Wiley. Sesil, J. C. (2020). Applying advanced analytics to HR management decisions: Methods for improving workforce planning and resource allocation. Palgrave Macmillan. Soundararajan, Ramesh & Singh, Kuldeep (2023) Winning On HR Analytics: Leveraging Data for Competitive Advantage. Atlantic Publishers Uppal, Nishant (2020) Human Resource Analytics. Pearson Education India. Marr, B. (2018). Data-driven HR: How to use analytics and metrics to drive performance. Kogan Page. Guenole, N., Ferrar, J., & Feinzig, S. (2017). The power of people: How successful organizations use workforce analytics to improve business performance. FT Press. Human resource analytics: Strategic decision making by Nishant Uppal, Pearson.			

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Name of Programme	MBA		
Semester	III		
Name of the Course	Data Warehousing & Data Mining		
Course Code	25 MBA-DEC-346		
Course Type	DEC - 6		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: . Explain the core concepts of data mining, including different types of data, patterns, and applications. CLO 2. Apply data pre processing techniques to clean, transform, and prepare data for mining tasks, and utilize data warehousing and OLAP for data analysis. CLO 3. Implement and evaluate various clustering algorithms to discover inherent structures and patterns in datasets. CLO 4. Analyze the characteristics of unstructured data, particularly text, and apply text mining techniques for information extraction and classification. CLO 5. Discuss emerging trends, research directions, and the ethical and societal implications of data mining.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to data mining Why data mining? What is data mining? Kinds of data, kinds of patterns, technologies, Kinds of applications, Major issues in data mining. Data exploration and pre processing : Data objects and attribute types, basic statistical descriptions of data, data visualization, measuring data similarity & dissimilarity, Data preprocessing: Overview, data cleaning, data integration, data reduction, data transformation & data discretization	15
II	Data Warehousing & Online Analytical Processing Data Warehouse: Basic Concepts, Data warehouse modeling: Data cube & OLAP, Data warehouse design & usage, data warehouse implementation, data generalization by attribute-oriented induction	15

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III	Data Mining Trends & Research Frontiers Mining complex data types, other methodologies of data mining, data mining applications, data mining & society, data mining trends.	15
IV	Mining Unstructured Data: Text mining What is unstructured data? Importance of text mining, characteristics of text mining, steps in text mining: Representation of text documents, preprocessing techniques, feature selection, constructing a vector space model, predicting and validating the text classifier	15
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		

Part C-Learning Resources

Text Books

- Han, J., Kamber, M., Pei, J. (2011), Data Mining: Concepts & Techniques, Morgan Kaufmann, Third Edition.
- Malhotra, R. (2016), Empirical Research in Software Engineering: Concepts, Analysis & Applications, CRC press.

Reference Books

- Larose, D.T. & Larose, C.D. (2016), Data Mining and Predictive Analytics, Wiley.
- Bramer, M. (2007), Principles of Data Mining, Springer-Verlag.
- Hand D., Mannila H. and Smyth P. (2001), Principles of Data Mining, MIT Press.
- Dunham, D.H. (2006), Data Mining: Introductory and Advanced Topics, Pearson Education, First Edition.
- Pudi, V. & Radha Krishna, P. (2009), Data Mining: Concepts and Techniques, Oxford University Press.
- Dean, J. (2014), Big Data, Data Mining and Machine Learning: Value Creation for Business Leaders and Practitioners, Wiley

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Name of Programme	MBA		
Semester	III		
Name of the Course	Creativity and New Venture Creation		
Course Code	25 MBA-EEC-1		
Course Type	EEC		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get basic understanding regarding the concept of creativity and innovation CLO 2: Promote idea generation by learning the sources and techniques of ideas CLO 3: Recognize Opportunity and map idea with opportunity. CLO 4: Get an insight regarding innovative strategies for business creation.		
Credits	Theory	Tutorial	Total
	2	0	2

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Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	1.5 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 5 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 3 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Entrepreneurship Development in emerging markets: types of start-ups, entrepreneur as a career option, International entrepreneurship, role of educational institutions, Entrepreneurial leadership: leader Vs manager; principle centered leaders, entrepreneurial leadership and components, Creativity: concept, creativity and entrepreneurship, blocks to creativity, Unblocking Creative Potential, characteristics of creative people, Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing, etc.),	15
II	Managing Creativity in Organization. Innovation: opportunity, creating, shaping, recognizing and seizing. Idea generation: sources & techniques of ideas. Idea to opportunity mapping: meaning, process, recognition, sources of opportunity; business opportunities with specific reference to Indian economy; Assessing business potential of an idea; steps involved in tapping opportunity, Strategies for Innovation. Creativity in start-ups: case studies and Business plan presentation.	15
Total Contact Hours		30

Suggested Evaluation Methods

Internal Assessment: 15		End Term Examination: 35	
Theory	15	Theory:	35
Class Participation:	4	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	4		
Mid-Term Exam:	7		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Kumar, Arya (2012). Entrepreneurship: Creating and Leading an entrepreneurial Organization. Pearson, India.
2. Timmons, Jeffry A and Spinelli, Stephen (2007), New Venture Creation: Entrepreneur for the 21st century, McGrawHill, seventh edition, New Delhi
3. Sahay A., A. Nirjar (2006), Entrepreneurship: Education, Theory and Practice, Excel Books, New Delhi.
4. Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston

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MBA 3RD SEM

25MBA-CC-301	Strategic Management
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	PL01	PLO2	PL03	PL04	PL05	PL06	PLO7
CLO1	√				√		
CLO2			√		√		
CLO3	√		√			√	
CLO4	√	√					√
CLO5			√	√		√	
CLO6	√	√				√	
CLO7	√			√	√		√

25MBA-CC-302	Business Laws and Governance
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√		√	√		
CLO2	√				√	√	√
CLO3		√	√				
CLO4		√			√		√

25MBA-EEC-1	Creativity and New Venture Creation
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1							
CLO2	√				√	√	
CLO3		√		√	1		√
CLO4		√		√	√	√	

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25MBA-CC-401	Corporate Social Responsibility and Sustainability
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√		√				√
CLO2	√		√		√		
CLO3		√		√		√	√
CLO4		√	√		√		

25MBA-EEC-2	Entrepreneurship & Start Up
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√		√		√	√	
CLO2							√
CLO3	√			√		√	
CLO4		√		√			

Specialization	PaperCode	Title of Course
Marketing	25MBA-DEC-313	Advertising Management

	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1			√	√	√		
CLO2	√	√			√		√
CLO3		√					√
CLO4		√			√	√	

Finance	25MBA-DEC-323	Investment Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√			
CLO2			√		√	√	
CLO3		√					√
CLO4		√	√		√		

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Human Resource Management	25MBA-DEC-333	Industrial Relations and Employment Laws
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√		√		√		√
CLO2		√		√			
CLO3	√	√				√	√
CLO4		√		√	√		

Business Analytics	25MBA-DEC-343	Fundamentals of Business Analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		√
CLO2	√				√	√	
CLO3		√	√				√
CLO4		√			√		

Marketing	25MBA-DEC-314	Consumer Behaviour
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		
CLO2	√	√	√		√	√	
CLO3		√					
CLO4		√			√		√

Finance	25MBA-DEC-324	Banking and Financial Services
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√		√	√		√	
CLO2	√				√		
CLO3		√		√		√	√
CLO4		√		√	√	√	

Human Resource Management	25MBA-DEC-334	Compensation and Reward Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		
CLO2	√		√		√		√
CLO3		√		√			
CLO4		√			√	√	


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Business Analytics	25MBA-DEC-344	Business Analysis Using Excel
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√	√	√			
CLO2	√				√		
CLO3		√		√		√	√
CLO4				√	√		

Marketing	25MBA-DEC-315	Digital and Social Media Marketing
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1			√	√			
CLO2	√	√			√	√	
CLO3		√		√			√
CLO4	√	√		√	√		

Finance	25MBA-DEC-325	Risk Management and Insurance
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√			
CLO2	√	√			√		
CLO3		√	√			√	√
CLO4		√		√		√	

Human Resource Management	25MBA-DEC-335	Talent Acquisition and Performance Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√		√	√		
CLO2	√				√	√	
CLO3		√	√				√
CLO4		√			√		

Business Analytics	25MBA-DEC-345	Database Management System
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		
CLO2	√				√	√	
CLO3		√	√				√
CLO4		√			√		√

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Marketing	25MBA-DEC-316	Marketing Research and Analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1			√	√			
CLO2	√			√			√
CLO3		√				√	
CLO4	√	√			√		

Finance	25MBA-DEC-326	Project Planning and Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√		√	√		
CLO2	√				√	√	
CLO3		√	√				√
CLO4		√			√		

HumanResource Management	25MBA-DEC-336	Human Resource Metrics and Analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√			√		
CLO2			√	√	√	√	
CLO3		√		√			√
CLO4	√	√			√		

Business Analytics	25MBA-DEC-346	Data Warehousing & Data Mining
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√	√		
CLO2	√				√		
CLO3		√				√	
CLO4		√			√	√	√
CLO5	√		√			√	

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY		
Course Code	25 MBA-CC-401		
Course Type	CC-13		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the role of CSR in corporate settings CLO 2: Understand boundaries governing CSR. CLO 3: Understand corporate governance and future innovative practices in this regard. CLO 4: Understand how to frame future sustainable corporate strategies.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	CSR- Meaning, evolution and theoretical perspectives. Scope, mandate and legal framework governing CSR in India. CSR strategies and implementation of these. Concept of Corporate Citizenship.		15
II	Corporate Governance- Evolution and significance in modern times. Regulation, structure, diversity and development of Boards. Business failures and corporate governance. Innovative practices in and future outlook of corporate governance.		15
III	Corporate Sustainability- Meaning, nature and scope. Interlinking CSR and Corporate Sustainability. Various terminologies relating to corporate sustainability. Triple Bottom Line. Sustainability Indices and Reporting.		15
IV	Reporting frameworks in corporate sustainability. Global Reporting Initiative Guidelines and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business. International Sustainability Standards.		15
Total Contact Hours			60

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Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: Cannon, Tom, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Education. Samuel & Celine, Theory and Practice of Corporate Social Responsibility, Springer. Mandal, BL, Corporate Social Responsibility in India, Global Vision Publishing House. Ray, S and S Siva Raju, Implementing Corporate Social Responsibility, Springer. Aluchana, M, Samuel, The Dynamics of Corporate Social Responsibility, Springer.			

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Name of Programme	MBA		
Semester	IV		
Name of the Course	Project Report		
Course Code	25 MBA-CC-402		
Course Type	Project Report		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get inputs on conducting project . CLO 2: Write Dissertation CLO 3: Understand practical aspects relating to research. CLO 4: Comprehend and address research problems.		
Credits	Internal	External	Total
	2	2	4
Teaching Hours per week	0	0	4
Internal Marks (Based on Internship Report Presentation)	50		50
External Marks (Based on Internship Report Evaluation by External Examiner)	50		50
Max. Marks	100		100

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Name of Programme	MBA		
Semester	IV		
Name of the Course	SERVICE MARKETING		
Course Code	25 MBA-DEC-413		
Course Type	DEC-7		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get insights on service marketing ecosystem. CLO 2: Comprehend different orientation required for marketing of services. CLO 3: Understand how to assess service quality using various approaches. CLO 4: Comprehend various tools required for a holistic approach to marketing of services.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Services and Indian Economy- Contribution of service sector in the Indian Economy with latest trends. Reasons for the growth of service sector in India. Unique Characteristics of services and resultant problems associated with their marketing and remedies.	15
II	Service Marketing Mix Service Quality- Concept, SERVQUAL Model, GAP Model. Service Productivity- Concept and ways to enhance the same. Relationship between service quality and service productivity.	15
III	Service Management Triangle- Internal Marketing, External Marketing, Interactive Marketing and relationship among these. Service Profit Chain. Service Marketing Environment.	15
IV	Service Differentiation and Positioning. Service Recovery- Meaning, Significance and Strategies. Relationship Marketing- Meaning, Benefits, Relationship bonds.	15
Total Contact Hours		60

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Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS: Zeithmal, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill. Lovelock, Christopher, Services Marketing, Pearson education. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning. Woodruff, H.E, Services Marketing, Longman Group. Payne, D, The Essence of Service Marketing, Prentice Hall of India. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education. Harvard Business Review. Journal of Services Marketing, Emerald Publications.			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Foreign Exchange Management		
Course Code	25 MBA-DEC-423		
Course Type	DEC - 7		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Demonstrate an understanding of foreign exchange trading, settlement processes, exchange rate mechanisms, and associated risk management strategies. CLO 2: Understand fundamental concepts and principles related to international financial flows. CLO 3: Apply risk management tools and techniques to hedge against foreign exchange risk. CLO 4: Analyze the practices and regulatory framework of foreign exchange management in India.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	International Monetary Systems: Bretton Woods institutions and forex market structure and participants. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.		15
II	Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates. Exchange rates determination theories, factors affecting exchange rate determination, flexible vs. fixed exchange rates, Liquidity and exchange rate stabilization policies, Relation between the interest rate, inflation and exchange rates: Fisher effect.		15

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III	Foreign Exchange Risk and Exposure: Techniques for the Measurement and Management of Currency Risk and Exposure, parameters and constraints of Exposure Management. Forecasting Exchange Rates: Techniques of forecasting Exchange Rates.	15
IV	Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, Salient features of FEMA.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
o, Alan C.: Multinational Financial Management, PHI., New Delhi.		
G.: International Financial Management, TMH, New Delhi.		
V): International Financial Management, PHI. New Delhi		
nary, B.K.: Financing of Foreign Trade and Foreign Exchange.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Change Management and Organisational Development		
Course Code	25 MBA-DEC-433		
Course Type	DEC - 7		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To analyze the relevance of Change with Organizational Culture CLO 2: To recognize change communication and resistance to change through Change Management models CLO 3: To understand the role of leader/ manager in change management. CLO 4: To familiarise the Concepts and Interventions of OD		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Organization Change: Nature and Need for change, Types of Change, Factors causing change, Sources of Resistance to change- Individual, organizational sources, Impact of change on people, dealing with resistance to change, Change Agents, Communication in managing change, Organisational Problem Diagnosis- The Process of Diagnostic Cycle.		15
II	Change Management Models & Techniques- Lewin's Three Step Model, Mc Kinsey 7S Model, Kotter's Model, Burke-Litwin Model, Work Redesign Model, ADKAR Model, Bridge's Transition Model and Grief Mode; The leadership of Organisational Change Management; Organisational Conflicts and Change Management		15
III	Organizational Development: Concept, Nature, Scope & Assumptions, Characteristics & Techniques, Steps involved in Organizational Development; Role of Managers; Factors affecting		15
	Organizational Development; Ethical Standards in OD, Future of Organizational Development		

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IV	Organizational Development Interventions: Human Process Interventions, Structure and Technological Interventions, Strategy Interventions, Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Interventions; Assessment of OD Implementation; Issues in Consultant - Client Relationship; Learning Organisations.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Cummings, T. G., & Worley, C. G. (2022). Organization development and change (12th ed.). Cengage Learning.		
French, W. L., Bell, C. H., & Vohra, V. (2006). Organization development: Behavioral science interventions for organization improvement (6th ed.). Pearson Education.		
Burke, W. W. (2018). Organization change: Theory and practice (5th ed.). SAGE Publications.		
Cameron, E., & Green, M. (2020). Making sense of change management: A complete guide to the models, tools and techniques of organizational change (5th ed.). Kogan Page.		
Schein, E. H. (2010). Organizational culture and leadership (4th ed.). Jossey-Bass.		
Kotter, J. P. (2012). Leading change. Harvard Business Review Press.		
Hiatt, J. (2006). ADKAR: A model for change in business, government, and our community. Prosci Learning Center Publications.		
T. Larkin and Sandar Larkin, Communicating Change: Winning Employee Support for New Business Goals, RR Donnelly Press (1994)		
Bhattacharyya Dipak (2011): Organizational Change and Development, Oxford University Press, New Delhi.		
Kondalkar, Organization Effectiveness and Change Management, PHI Learning, New Delhi, 2009		
Kavita Singh. (2020). Organization change and development (2nd ed.). Excel Books.		
Rao, T. V. (2010). OD interventions: Instruments for human resource development. SAGE Publications India.		
Pareek, U. (2002). Understanding organizational behaviour. Oxford University Press.		
Prasad, L. M. (2022). Organizational change and development. Sultan Chand & Sons.		
Sahni, S. (2016). Managing organizational change. Vikas Publishing House.		
Dharani, B. (2015). Organisational development and change. Himalaya Publishing House.		
Tripathi, P. C. (2014). Organizational development and change. McGraw-Hill Education India.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Marketing Analytics		
Course Code	25 MBA-DEC-443		
Course Type	DEC - 7		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Describe different types of marketing analytics. CLO 2: Apply artificial intelligence and machine learning techniques in marketing. CLO 3: Examine online customer experience through metrics. CLO 4: Evaluate online marketing efforts		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to marketing analytics Overview of marketing analytics, marketing research, data management for analytics, types of analysis – descriptive, predictive, prescriptive, data visualization		15
II	Artificial intelligence and machine learning Application of AI in marketing, common terminologies, analytical methods for supervised and unsupervised learning, emerging analytical approaches		15
III	Understanding customer Concepts of customer journey, lifetime value, acquisition; retention churn analytics; metrics for tracking customer experience; customer portfolio management		15

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IV	Digital analytics Product analytics, pricing, segmentation analytics, positioning, variables and techniques of marketing mix modelling, web metrics, A/B testing, SEM, SEO, social media metrics, app marketing metrics	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Seema Gupta, Avadhoot Jathar (2021), Marketing Analytics, Wiley. 2. Moutusy Maity & Pavankumar Gurazada (2021), Marketing Analytics for Strategic Decision-Making, Oxford University Press. 3. Joseph Hair and Dana E. Harrison and Haya Ajjan (2022), Essentials of Marketing Analytics, McGrawHill.		

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Session: 2025-26			
Name of Programme	MBA (2Years)		
Semester	IV		
Name of the Course	International Marketing		
Course Code	25 MBA-414		
Course Type	DEC-8		
Pre-requisite for the course (if any)	Case Studies and articles in this area to be discussed with students in classes.		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To make students understand the dynamics involved in international marketing, trade barriers and modes to enter in foreign markets. CLO 2: Gain useful insights regarding planning and selecting international markets and strategic decisions involved in this process. CLO 3: To make students understand the international marketing mix strategy with product and pricing decisions. CLO 4: Understanding the distribution and promotion strategies in marketing across the national boundaries.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	International Marketing: Nature, benefits and motivations underlying International Trade and International Business; Domestic Marketing versus International Marketing; International marketing orientation- EPRG framework; Trade Barriers- Protectionism, Tariff and non-tariff barriers; Basic modes for entry; Process of International Marketing	16
II	International Marketing Planning: Framework and Process of market planning; Selection process and strategies; Process of marketing Control. Market segmentation, Target market strategies and positioning decisions	14
III	International product policy and planning: International product mix, Product life cycle, product standardization and adaptation. Building brands for foreign markets, labeling and packaging decisions,	18
	International pricing decisions- pricing policies, pricing decisions, Terms of sale, Dumping, Counter Trade and Transfer Pricing	

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IV	International Distribution Decisions: International Distribution Channels, International distribution policy, selecting distribution channels; Communicating with the global world- Global advertising and culture, setting global advertising budget, Advertising standardization vs. adaptation, global media decisions,	12
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.		
Cateora P. R., Graham J. L. and Gilly M. C. : International Marketing, Tata McGraw-Hill		
Rakesh Mohan Joshi: International Marketing, Oxford University Press.		
Vern Terpestra and Ravi Sarthy : International Marketing, Thompson.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Financial Derivatives		
Course Code	25 MBA-DEC-424		
Course Type	DEC-8		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Have a fair understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. CLO 2: Understand the use of mathematical models on financial instruments and knowledge of innovative tools in terms of financial derivatives. CLO 3: Understand the trading strategies by theoretical models and their practical implementation. CLO 4: Understand the regulatory environment for derivatives market in India.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction and evolution of Commodities and Financial Derivatives trading in India. Understanding Underlying Markets. Microstructures and trading mechanism for equities, commodities and currency derivatives. Derivative Trade Clearing, Settlement & Risk Management for equities (including indices products), commodities and currencies.	20
II	Options and Option Pricing Models for equities (Indices and individual stock products) and commodities. Forwards and Futures trading mechanisms in equities, commodities and currencies.	10
III	Designing trading strategies based on equities, commodities and currencies in respective markets, viz., options, futures and forwards: underlying assumptions, risk hedging and return generation.	10
IV	Legal and regulatory environment for derivative trading in equities, commodities and currencies, Accounting and Taxation issues in derivative trading, risk mitigation and management strategies for equity, currencies and commodities based derivative trading. Code of conduct and investor protection measures for equity, currencies and commodities based derivative trading in India.	20

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Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
Hull, J. C. (2021). <i>Options, futures, and other derivatives</i> (11th ed.). Pearson.			
McDonald, R. L. (2013). <i>Derivatives markets</i> (3rd ed.). Pearson.			
Gupta, S. L. (2017). <i>Financial derivatives: Theory, concepts, and problems</i> (2nd ed.). PHI Learning Pvt. Ltd.			
Sundaram, J. R. (2009). <i>Futures and options: Concepts and applications</i> . McGraw-Hill Education.			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Group Dynamics and Leadership Excellence		
Course Code	25 MBA-DEC-434		
Course Type	DEC - 8		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: To understand the meaning and features of the Group CLO 2: To know about various types and function of Group CLO 3: To know the various theories and processes of Group Formation CLO 4: To know about the nature and theories of group leadership		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Introduction to Groups: Groups and types of groups, their functions, stages of group development, reasons of joining groups. Theories Of Group Formation- Propinquity theory, Homan's IAS theory, Balance Theory, Exchange theory; Groups Vs Teams. Group decisions making and Its techniques.	15	
II	Group Processes & Dynamics: Conformity, deviance, Polarization, cohesiveness, Synergy, Obedience, Group Shift, Group Think, Social Loafing and facilitation, cooperation and competition. Interpersonal attraction and Social Relationship: Attraction, similarity and liking, measurement issues- Sociometry. Group Communication: Process, formal and informal communication, verbal and non-verbal patterns of communication, social networks, rumours, and grapevine.	15	
III	Interactive Behavior: Conflict Management and Prevention of Interpersonal Conflict and Inter-Group Conflict. Transactional	15	

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	analysis, JOHARI window. Training for effective Group Membership – T Group Training or Sensitivity Training Positive Organizational Scholarship: Definition, the principle of POS, the scope of POS (<i>Organizational Resilience, Interpersonal Trust, Meaning in work; Virtuousness, Engagement, Appreciative Inquiry, Mindfulness at work and well-being at work</i>)	
IV	Group leadership- Leadership Styles-Autocratic, Democratic, and Laissez-faire leadership styles; Characteristics of various types of group leaders, Contingency models of leadership (Fiedler, Path – Goal, Leader Participation Model of Leadership), and Contemporary models of leadership (Leader-Member Exchange, Situational, and Transactional, Transformational Models of leadership and Servant Leadership)	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Forsyth, D. R. (2018). Group dynamics (7th ed.). Cengage Learning.		
Johnson, D. W., & Johnson, F. P. (2013). Joining together: Group theory and group skills (11th ed.). Pearson.		
Levi, D. (2016). Group dynamics for teams (5th ed.). SAGE Publications.		
Baron, R. A., Branscombe, N. R., & Byrne, D. (2008). Social psychology (12th ed.). Pearson Education. (Includes group behavior and dynamics.)		
Pareek, U. (2004). Understanding organizational behaviour (2nd ed.). Oxford University Press. (Indian perspective on group dynamics.)		
Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). SAGE Publications.		
Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson Education.		
Bass, B. M., & Bass, R. (2008). The Bass handbook of leadership: Theory, research, and managerial applications (4th ed.). Free Press.		
Robbins, S. P., & Judge, T. A. (2022). Organizational behavior (19th ed.). Pearson Education. (Includes leadership and group dynamics.)		
Kouzes, J. M., & Posner, B. Z. (2017). The leadership challenge (6th ed.). Wiley.		
Hersey, P., Blanchard, K. H., & Johnson, D. E. (2013). Management of organizational behavior: Leading human resources (10th ed.). Pearson.		
Deb, T. (2009). Leadership and positive organizational behavior. Excel Books India.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Big Data Analytics		
Course Code	25 MBA-DEC-444		
Course Type	DEC - 8		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Explain big data and related technologies. CLO 2: Demonstrate an understanding of NoSQL database. CLO 3: Classify big data tools and technologies CLO 4: Develop script to handle large databases		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Big data : What is big data, why big data, convergence of key trends, unstructured data, big data technologies, introduction to Hadoop, open-source technologies, cloud and big data, mobile business intelligence, Crowd sourcing analytics		15
II	Hadoop and MapReduce: Overview of Hadoop, configuring a Hadoop cluster, storing data with HDFS, HDFS commands, Hadoop distributions, Hadoop in the cloud; Processing data with MapReduce, Parallelism in Map and Reduce phases, Optimization of Map phase using combiner, scheduling and managing tasks, use case of MapReduce.		15
III	Overview of NoSQL, NoSQL Databases in the Light of CAP Theorem, NoSQL Product categories, NoSQL Database Cassandra, NoSQL Database in cloud, Do's and Don'ts of NoSQL, Big Data and NoSQL.		15

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IV	SpaRk and kafka: Overview of SparK, Hadoop and Spark, SparK Programming Languages, SparK Architecture; SparK libraries: SparK SQL, Streaming, Machine Learning, GraphX; PySparK with Python; Overview of Kafka architecture, Kafka and Big Data, Components in Kafka, Difference between Apache Kafka and Apache Flume	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Suggested Readings		
1. Goswami,S., Das,A.K., Mukherjee, S. (2019). Big Data Simplified. PEARSON INDIA.		
2. Maheshwari, A. (2020). BIG DATA (2 nd ed.) MC GRAW HILL INDIA.		
3. Shankarmani,R., Vijayalakshmi,M.(2016). Big Data Analytics (2 nd ed.). WILEY INDIA		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Sales and Distribution Management		
Course Code	25 MBA-DEC-415		
Course Type	DEC-9		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Analyze various sales promotion methods and develop effective sales forecasting techniques. CLO 2: Design and implement strategies for recruiting, training, and evaluating a high-performing sales force. CLO 3: Develop an efficient distribution channel strategy by selecting and managing channel members effectively. CLO 4: Apply logistics and supply chain management principles to optimize inventory, warehousing, and transportation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Sales management: conceptual framework; roles and skills of sales manager; personal selling; theories of selling; sales promotion: objectives and methods; setting up and administration of sales territories; market analysis and sales forecasting.	15
II	Sales organization: nature, structure, and relationship; sales force management: recruitment, selection, training, development, motivation, compensation, and evaluation of sales performance; controlling sales force: sales budget, quotas, and meetings.	20
III	Distribution management: need, distribution channel strategy; marketing channels; channel institutions—wholesaling, retailing; designing channel systems: selecting, training, motivating, and evaluating channel members.	15
IV	Channel management: channel conflicts, principles of channel management, channel policies; elements of a channel information system focus areas of logistics and supply chain management: inventory management, storage and warehousing, transportation.	10

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Total Contact Hours		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
Still, R. R., Cundiff, E. W., Govoni, N. A. P., & Puri, S. <i>Sales and distribution management: Decisions, strategies, and cases</i> (6th ed.). Pearson Education.			
Havaldar, K. K., & Cavale, V. M. <i>Sales and distribution management</i> (3rd ed.). McGraw Hill Education.			
Dalrymple, Douglas J, William Cron and Thomas Decarlo, <i>Sales Management</i> , John Wiley and Sons Asia Pvt. Ltd.			
Bhattacharyya, SK, <i>Logistics Management</i> , S Chand, India			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Private Equity and Wealth Management		
Co\urse Code	25 MBA-DEC-425		
Course Type	DEC - 9		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO1: Understand the basics of Private Equity and Wealth Management in India. CLO2: Apply private equity strategies including due diligence, valuation, and exit planning. CLO3: Learn asset allocation and portfolio diversification for wealth management. CLO4: Understand regulations, ethics, and emerging trends in Indian finance.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Introduction to Private Equity and Wealth Management: Definition and Importance of Private Equity (PE); Types of Private Equity Investments; Key Players in Private Equity; Introduction to Wealth Management; Wealth Creation and Preservation; Role and Responsibilities of a Wealth Manager; Financial Planning Process in Wealth Management	15
II	Private Equity Investment Process and Strategies: Private Equity Lifecycle: Fundraising and Structure; Deal Sourcing and Investment Process; Due Diligence and Valuation Techniques; Exit Strategies. Private Equity Investment Strategies, Risk Management in Private Equity. Valuation Techniques: Methods used to evaluate private equity opportunities.	15
III	Wealth Management Strategies and Asset Allocation: Investment Planning in Wealth Management, Asset Allocation and Portfolio Diversification, Risk-Return Trade-off in Wealth Management, Tax Planning and Wealth Structuring. Financial Instruments for Wealth Management: Mutual Funds, Bonds, Stocks, ETFs, Real Estate, Hedge Funds, Commodities, Insurance and Retirement Planning.	15

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IV	Regulatory Framework, Ethics, and Emerging Trends: Regulatory Aspects in Private Equity and Wealth Management, Ethical Considerations and Professional Conduct, Investor Rights and Protection Mechanisms, Emerging Trends and Future Developments: Role of FinTech and Robo-Advisors in Wealth Management, AI and Technology-Driven Investment Strategies, Sustainable and ESG Investing, Future of Private Equity and Wealth Management Industry.	15
Total Contact Hour		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS: Goyal, S. (2022). <i>Private equity in India: The new era of investment</i> . Wiley. Feld, B., & Mendelson, J. (2019). <i>Venture deals: Be smarter than your lawyer and venture capitalist</i> . Wiley. Reddy, G. S. (2021). <i>India's private equity: The future of investing</i> . Springer. Mishra, R. K. (2022). <i>Wealth management in India: A practice guide for professionals</i> . Sage Publications. Tiwari, V. (2020). <i>Financial planning and wealth management in India</i> . McGraw-Hill Education. Rajeev, M. N. (2021). <i>The wealth of wealth management: Making the most of financial planning</i> . Rupa Publications. Agarwal, H. (2023). <i>Private equity and wealth management: A handbook for Indian professionals</i> . Pearson Education India.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Counselling, Mentoring & Negotiation Skills		
Course Code	25 MBA-DEC-435		
Course Type	DEC - 9		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Understand nuances of counselling, mentoring and negotiating skill in effective implementation and functioning of HR systems and strategies. CLO 2: Understand the concept and types of counselling, ethical issues and code of conducts in counselling CLO 3: Understand key strategies, tactics and best practices of negotiation. CLO 4: Recognising the stages of mentoring relationship		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Counseling skills for managers: Conceptual definitions, Approaches, Values and Goals of Counseling. Counseling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, termination of Relationship and Follow-up, Guidelines for Effective Counseling. Referral Procedures, Role of Counselor & Client in various stages, Key Characteristics, Skills, Qualities & Values for a professional Counselor, Applications of Counseling Skills in modern Organizations	15
II	Performance Counseling: Meaning, Objectives and Process. Special Employee related Problems in Counseling. Counseling Therapies: Cognitive Therapy, Behavioral Therapy, Emotive Behavior Therapy (REBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy. Ethics in Counseling: Ethical Principles & codes of conduct for professional counselors.	15
III	Negotiation Skills for managers: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation., Best Practices in Negotiation – Fundamental Structure of negotiation and Best alternative to a Negotiated Agreement (BATNA)	15

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IV	Mentoring Skills for managers: Key Mentoring Skills, Stages of Formal Mentoring Relationships; Stage I: Building the Relationship, Stage II: Exchanging Information and Setting Goals, Stage III: Working towards Goals/Deepening the Engagement, Stage IV: Ending the Formal Mentoring Relationship and Planning for the future.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
Theory	30	Theory: 70
Class Participation:	5	Written Examination
Seminar/presentation/assignment/quiz/class test etc.:	10	
Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
Singh, Kavita (2015). Counselling Skills for Managers. (2 nd Edition). PHI, Delhi.		
Kotler, Jeffrey (2008). Counselling Theories and Practices. Cengage Learning India.		
Feltham & Dryden (2012) Brief Counselling. McGraw Hill Publishing India.		
Nelson-Jones, R. (2014). Introduction to counselling skills: Texts and activities (4th ed.). SAGE Publications.		
Patterson, Lewis (2008) The Counselling Process, Cengage Learning India		
McLeod, J. (2013). An introduction to counselling (5th ed.). McGraw-Hill Education.		
Rao, S. N. (2014). Counselling and guidance (3rd ed.). Tata McGraw-Hill Education.		
Narayana Rao, S. (2002). Counselling and guidance. Tata McGraw-Hill Publishing Co.		
Pareek, U. (2007). Training instruments in HRD and OD (3rd ed.). Tata McGraw-Hill Education. (Includes tools relevant to managerial counselling.)		
Thomas, K., & Mathew, M. J. (2014). Mentoring and coaching: A study of Indian managerial perspectives. Indian Journal of Industrial Relations, 49(3), 478–491.		
Singh, A. K., & Pandey, N. (2010). Mentoring in Indian organizations: A tool for talent development. Excel Books India.		
Pareek, U., & Purohit, S. (2010). Training instruments in HRD and OD. Tata McGraw-Hill Education. (Includes mentoring frameworks.)		
Pattnayak, B., & Mohanty, M. (2012). Counselling psychology. Pearson Education India.		
Clutterbuck, D., & Megginson, D. (2005). Techniques for coaching and mentoring. Routledge.		
Megginson, D., Clutterbuck, D., Garvey, B., Stokes, P., & Garrett-Harris, R. (2006). Mentoring in action: A practical guide. Kogan Page.		
Garvey, B., Stokes, P., & Megginson, D. (2017). Coaching and mentoring: Theory and practice (3rd ed.). SAGE Publications.		
Clutterbuck, D. (2014). Everyone needs a mentor: Fostering talent at work (5th ed.). CIPD Publishing.		
Lewicki, R. J., Barry, B., & Saunders, D. M. (2020). Negotiation (8th ed.). McGraw-Hill Education.		
Thompson, L. (2020). The mind and heart of the negotiator (7th ed.). Pearson Education.		

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Application of AI in Business		
Course Code	25 MBA-DEC-445		
Course Type	DEC - 9		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO)	After completing this course, the learner will be able to: CLO 1: Explain the application of AI in business scenarios. CLO 2: Apply the machine learning techniques. CLO 3: Design artificial neural network. CLO 4: Formulate AI strategy for the organizations.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Introduction to Artificial Intelligence Overview of artificial intelligence - evolution, definition, approaches, common applications; drivers of AI; AI for people and business framework		15
II	Machine learning Machine learning process; types of learning – supervised, unsupervised, semi-supervised, reinforcement; algorithms – decision trees, k-nearest neighbour, k-means clustering, regression analysis, naïve bayes; modelling		15
III	Application of Artificial Intelligence Natural language processing, automating customer interactions, data-based decision making, predict events and outcomes, building artificial minds, personalisation and recommender system, computer vision.		15
IV	Developing AI strategy TCPR model, GABDO model, AI readiness and maturity, key considerations, creating AI roadmap, business cases		15

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Total Contact Hours			60	
Suggested Evaluation Methods				
Internal Assessment: 30			End Term Examination: 70	
Theory	30	Theory:	70	
Class Participation:	5	Written Examination		
Seminar/presentation/assignment/quiz/class test etc.:	10			
Mid-Term Exam:	15			
Part C-Learning Resources				
Suggested Readings				
1. Doug Rose (2020), Artificial Intelligence for Business, 2nd Edition, Pearson Business Analytic Series.				
2. Deepak Khemani (2013), A First Course in Artificial Intelligence, McGraw Hill.				
3. Alex Castrounis (2019), AI for People and Business, O'Reilly Media, Inc.				
4. Sudhi Sinha, Khaled Al Huraimel (2020), Reimagining Businesses with AI, Wiley.				
5. Bernard Marr, Matt Ward (With) (2019), Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, Wiley				

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Session 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Supply Chain and Logistics Management		
Course Code	25 MBA-DEC-416		
Course Type	DEC - 10		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understanding the concepts of Supply chain. CLO 2: Illustrate networks in different sectors. CLO 3: Analyze using forecasting methods. CLO 4: Understanding transportation and sourcing in SCM.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics.	15	
II	Designing Distribution Networks: The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation.	15	
III	Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting; forecasting in practice; the role of aggregate planning in SCM; aggregate planning strategies; the role of IT in aggregate planning; implementing aggregate planning in practice.	12	
IV	Transportation and Sourcing in SCM: Role of transportation in SCM; transportation infrastructure and policies; design options for transportation network and trade-offs; tailored transportation system; risk	18	

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management; transportation decisions in practice; IT in supply chain			
Sourcing in SCM: in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance; vendor analysis; the procurement process. Lack of coordination and the Bullwhip Effect; obstacles to coordination in a supply chain; building strategic partnership and trust within a supply chain.			
Total Contact Hour		60	
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
Chopra, S, and P. Meindl, 2010, <i>Supply Chain Management – Strategy, Planning and Operation</i> , 4th edition, Pearson Education Inc.			
Raghuram, G. and N. Rangaraj, 2000, <i>Logistics and Supply Chain Management: Cases and Concepts</i> , Macmillan, New Delhi			
Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i> , 2nd Edition, Irwin, McGraw-Hill.			
Shapiro, J., 2001, <i>Modelling the Supply Chain</i> , Duxbury Thomson Learning.			
Altekar R V, <i>Supply Chain Management: Concepts and Cases</i> , Prentice Hall of India.			
Satish C. Ailawadi, Rakesh Singh: <i>Logistics Management</i> , Prentice Hall of India, 1 st Edition, 2005			
Janat Shah: <i>Supply Chain Management-Text and Cases</i> , Pearson Education India. 2009 1 st edition.			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Corporate Restructuring and Value Creation		
Course Code	25 MBA-DEC-426		
Course Type	DEC - 10		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Explain the various types of corporate restructuring and their objectives. CLO 2: Identify and explain the strategic motives behind mergers and acquisitions. CLO 3: Analyze capital structure optimization techniques and bankruptcy laws. CLO 4: Assess the role of corporate restructuring in value creation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Overview of Corporate Restructuring: Definition, Types, and Objectives of Corporate Restructuring, Legal, Economic, and Managerial Perspectives, Restructuring vs. Reorganization. Strategic Reasons for Restructuring. Types of Corporate Restructuring.	15
II	Mergers and Acquisitions (M&A): Strategic Motives for M&A, Types of Mergers (Horizontal, Vertical, Conglomerate), M&A Process; Valuation Methods for M&A; Takeovers and Anti-Takeover Strategies; Post-Merger Integration: Integration Challenges and Value Creation.	15
III	Financial Restructuring: Debt Restructuring and Debt-for-Equity Swaps, Capital Structure Optimization, Bankruptcy and Insolvency Laws. Leveraged Buyouts (LBOs) and Management Buyouts (MBOs): LBO Structures and Financing Techniques, Valuation in LBOs and MBOs, Role of Private Equity in LBOs and MBOs. Distressed Asset Sales.	15
IV	Value Creation and Corporate Governance: Value Creation in Corporate Restructuring; Corporate Governance in Restructuring; Case Studies and Global Trends in Corporate Restructuring.	15
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30	End Term Examination: 70
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Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
Krishnamurti, C., & Vishwanath, S. R. (2008). Mergers, acquisitions and corporate restructuring. SAGE Publications.			
Godbole, P. G. (2013). Mergers, acquisitions and corporate restructuring (2nd ed.). Vikas Publishing House.			
Gilson, S. C. (2010). Creating value through corporate restructuring: Case studies in bankruptcies, buyouts, and breakups (2nd ed.). Wiley.			
Gaughan, P. A. (2017). Mergers, acquisitions, and corporate restructurings (7th ed.). Wiley.			
Kar, R. N., & Minakshi. (2023). Mergers acquisitions & corporate restructuring: Strategies & practices (3rd ed.). Taxmann Publications.			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Training, Learning and Development		
Course Code	25 MBA-DEC-436		
Course Type	DEC - 10		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Understand the need and role of managers in training and development CLO 2: Understand the process of training need analysis in organizations. CLO 3: Understand various training and development methods and their applicability in different organizational situations CLO 4: Understand the process of designing a training program and its evaluation.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Training and Development – Need for Development, Differences between Training and Development, Learning Principles; Role of Development Managers and Administrators, Consultants, Designers and Instructors, Determining Training Needs, Usefulness of Training; Development of Competency-based training programs	15	
II	Training Need Analysis (TNA)- Need of training, TNA Model, Need Assessment Process: Organizational Analysis, Person Analysis, Task Analysis; Output of TNA, Approaches to TNA: Proactive TNA, Reactive TNA	15	
III	Areas of training: Knowledge, Skill, Attitude; Methods of Training - On the job and Off the job; Executive Development Programmes - Meaning, Need, Importance, Nature, Scope and Implications	15	
IV	Evaluation of training programs- Key Performance Parameter; Role of Trainer and Line Manager in evaluations, Design of Evaluation – Kirkpatrick's model; Current practices in assessing Training and Development	15	
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	

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Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- Blanchard, P. N., Thacker, J. W., & Way, S. A. (2019). Effective training: Systems, strategies, and practices (6th ed.). Pearson.
- Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education.
- Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Wadsworth/Thomson Learning.
- Laird, D., Holton, E. F., & Naquin, S. S. (2003). Approaches to training and development (3rd ed.). Basic Books.
- Saks, A. M., & Haccoun, R. R. (2018). Managing performance through training and development (8th ed.). Nelson Education.
- Piskurich, G. M. (2009). Rapid instructional design: Learning ID fast and right (2nd ed.). Pfeiffer.
- Broad, M. L., & Newstrom, J. W. (1992). Transfer of training: Action-packed strategies to ensure high payoff from training investments. Basic Books.
- Werner, J. M., & DeSimone, R. L. (2011). Human resource development (6th ed.). Cengage Learning.
- Swanson, R. A., & Holton, E. F. (2001). Foundations of human resource development. Berrett-Koehler Publishers.
- Rothwell, W. J., & Kazanas, H. C. (2011). Planning and managing human resources: Strategic planning for human resource management. Human Resource Development Press.
- Rao, T. V. (2008). Learning & development: Experiences of outstanding companies. Sage Publications India.
- Rao, T. V. (2002). Future of HRD. Macmillan India Ltd.
- Sahu, R. K. (2010). Training for development. Excel Books India.
- Bhatia, S. K. (2009). Training and development: Concepts and practices. Deep & Deep Publications.
- Raju, P. S. (2006). Management of training and development. I K International Publishing House.
- Jain, R., & Saakshi. (2005). Training and development: A practical approach. Macmillan India Ltd.

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	Business Intelligence and analytics		
Course Code	25 MBA-DEC-446		
Course Type	DEC - 10		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Describe the approaches and methods of BI and analytics. CLO 2. Apply analytics methods to organisational data. CLO 3. Examine different types of data using analytical methods. CLO 4. Demonstrate an understanding of emerging trends in BI		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Decision making and analytics Overview of Business intelligence, analytics and decision support; framework for business intelligence; overview of business analytics, Big data analytics; Decision making process; Decision support systems – components and classification	15
II	Descriptive analytics Overview of Data warehousing; data visualization; types of charts and graphs; dashboards; business process management; performance measurement; balanced scorecard	15
III	Predictive analytics Overview of Data mining – definition, process, methods, applications, software tools, issues; Techniques for predictive modelling such as neural networks, support vector machines, nearest neighbour method for prediction	15

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IV	Prescriptive analytics Decision support system modelling; risk analysis; decision analysis with decision trees; multi-criteria decision making; problem solving search methods; automated decision systems; expert systems; knowledge management and collaborative systems.	15
Total Contact Hours		60

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Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
Theory	30	Theory:	70
Class Participation:	5	Written Examination	
Seminar/presentation/assignment/quiz/class test etc.:	10		
Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
Blanchard, P. N., Thacker, J. W., & Way, S. A. (2019). Effective training: Systems, strategies, and practices (6th ed.). Pearson.			
Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill Education.			
Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development, and evaluation (4th ed.). Wadsworth/Thomson Learning.			
Laird, D., Holton, E. F., & Naquin, S. S. (2003). Approaches to training and development (3rd ed.). Basic Books.			
Saks, A. M., & Haccoun, R. R. (2018). Managing performance through training and development (8th ed.). Nelson Education.			
Piskurich, G. M. (2009). Rapid instructional design: Learning ID fast and right (2nd ed.). Pfeiffer.			
Broad, M. L., & Newstrom, J. W. (1992). Transfer of training: Action-packed strategies to ensure high payoff from training investments. Basic Books.			
Werner, J. M., & DeSimone, R. L. (2011). Human resource development (6th ed.). Cengage Learning.			
Swanson, R. A., & Holton, E. F. (2001). Foundations of human resource development. Berrett-Koehler Publishers.			
Rothwell, W. J., & Kazanas, H. C. (2011). Planning and managing human resources: Strategic planning for human resource management. Human Resource Development Press.			
Rao, T. V. (2008). Learning & development: Experiences of outstanding companies. Sage Publications India.			
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Sahu, R. K. (2010). Training for development. Excel Books India.			
Bhatia, S. K. (2009). Training and development: Concepts and practices. Deep & Deep Publications.			
Raju, P. S. (2006). Management of training and development. I K International Publishing House.			
Jain, R., & Saakshi. (2005). Training and development: A practical approach. Macmillan India Ltd.			

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	DISSERTATION/ RESEARCH REPORT/ PROJECT REPORT		
Course Code	25 MBA-REC-418		
Course Type	DISSERTATION/ PROJECT WORK		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Get inputs on conducting project . CLO 2: Write Dissertation CLO 3: Understand practical aspects relating to research. CLO 4: Comprehend and address research problems.		
Credits	Theory	Tutorial	Total
			12
Teaching Hours per week			
Internal Assessment Marks			
End Term Exam Marks (Based on External Evaluation)	300		300
Max. Marks	300		300

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Session: 2025-26			
Name of Programme	MBA		
Semester	IV		
Name of the Course	ENTREPRENEURSHIP AND STARTUP MANAGEMENT		
Course Code	25 MBA-EEC-2		
Course Type	EEC		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 1: Assess available entrepreneurial opportunities. CLO 2: Understand the dynamics entrepreneurship CLO 3: Assess entrepreneurial infrastructure and institutional support available for the same in India. CLO 4: Understand Indian Startup Ecosystem.		
Credits	Theory	Tutorial	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	1.5 hours		

Part B- Contents of the Course

Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 7 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.

Unit	Topics	Contact Hours
I	Entrepreneurship v/s Intrapreneurship. The entrepreneurial mindset, attributes and behaviour. Rural, social and women entrepreneurship in India. Analysis of entrepreneurial environment and formulation of a comprehensive entrepreneurial business plan. Formulating a Marketing, HRM and Financial Plan for an entrepreneurial business.	15
II	Startup Culture in India. Recent initiatives for Startup Promotion in India. Startup Initiation Process and Formalities. 4 case studies of successful startups in India and 4 of startup failures clearly identifying underlying reasons.	15

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MBA 4TH SEM

Marketing	25MBA-DEC-413	Service Marketing
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		
CLO2	√	√			√		
CLO3		√	√	√		√	√
CLO4	√	√			√		√

Finance	25MBA-DEC-423	Foreign Exchange Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√			
CLO2	√				√	√	
CLO3		√	√		√		√
CLO4			√	√		√	

HumanResource Management	25MBA-DEC-433	Change Management and Organizational Development
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√		√	√		
CLO2	√				√	√	
CLO3		√	√				√
CLO4		√			√		√

Business Analytics	25MBA-DEC-443	Marketing Analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1				√	√		
CLO2	√		√		√	√	
CLO3		√					√
CLO4		√			√		√

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Marketing	25MBA-DEC-414	International Marketing
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√	√	√	√		
CLO2	√	√			√	√	√
CLO3	√	√		√			
CLO4	√	√	√	√	√		√

Finance	25MBA-DEC-424	Financial Derivatives
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√		√	√		
CLO2	√				√	√	√
CLO3	√	√	√	√			√
CLO4	√	√	√				

HumanResource Management	25MBA-DEC-434	Group Dynamics and Leadership Excellence
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1			√	√	√		
CLO2	√		√		√	√	
CLO3	√	√			√		√
CLO4	√	√			√		√

Business Analytics	25MBA-DEC-444	Big Data Analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√	√			√		√
CLO2					√		
CLO3		√	√				√
CLO4	√	√			√	√	

Marketing	25MBA-DEC-415	Sales and Distribution Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√	√			√	
CLO2	√				√	√	
CLO3		√			√		√
CLO4	√	√		√	√		√

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Finance	25MBA-DEC-425	Private Equity and Wealth Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√		√		√		√
CLO2	√		√		√	√	
CLO3		√				√	√
CLO4		√		√			

HumanResource Management	25MBA-DEC-435	Counselling, Mentoring and Negotiation Skills
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√	√		√		
CLO2	√		√	√			√
CLO3		√	√			√	
CLO4		√	√	√		√	√

Business Analytics	25MBA-DEC-445	Application of AI in Business
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√	√		
CLO2	√		√		√	√	
CLO3		√	√				√
CLO4		√			√		√

Marketing	25MBA-DEC-416	Supply Chain and Logistics Management
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√	√		√		
CLO2	√		√	√			√
CLO3		√	√			√	
CLO4		√	√	√		√	√

Finance	25MBA-DEC-426	Corporate Restructuring and Value Creation
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√	√		√		
CLO2	√		√	√			√
CLO3		√	√			√	
CLO4		√	√	√		√	√

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Human Resource Management	25MBA-DEC-436	Training, Learning and Development
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1		√	√			√	
CLO2	√				√	√	
CLO3		√			√		√
CLO4	√	√		√	√		√

Business Analytics	25MBA-DEC-446	Business Intelligence and analytics
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	PL01	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1	√			√	√		
CLO2	√		√		√	√	
CLO3		√	√				√
CLO4		√			√		√


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