RAMA UNIVERSITY UTTAR PRADESH, KANPUR

FACULTY OF COMMERCE AND MANAGEMENT

ORDINANCE, RULES, REGULATIONS UNDER NEP 2020

[Effective from the Session 2025-26]

MBA

(Dual Specialization)

1st Year and 2th Year

ORDINANCE, RULES, REGULATIONS UNDER NEP 2020

For

MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree

The New Education Policy 2020 emphasizes on student skill development to equip them to build academic and industry-specific abilities in order to gain understanding of business practices, give in-depth knowledge of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the industry and be absorbed into the industry. This MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree program will allow students to finish the courses at their own speed, with the option of multiple entry and exit at various levels beginning in the academic year 2025-26.

1. Title

These regulations shall be called regulations for the MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree programs in Faculty of commerce& Management of the University.

2. Eligibility & Credit Requirement of the Course

i. Successfully completed a **Bachelor's degree (Level 5)** in any discipline from a recognized university/institution. These criteria are specified in the UGC Guidelines for the Multiple Entry and Exit Scheme in Academic Programs Offered in Higher Education.

ii. The course of study shall be by regularly attending the requisite number of lectures, tutorials and practical training.

iii. The odd semesters shall ordinarily be from July to December; however, the First semester shall ordinarily begin from August/ September. The even semesters shall be from January to till June subject to change, if any notified by the Vice Chancellor and other competent authorities; from time to time. The periods are inclusive of the time for examinations.

iv. A candidate, who has failed twice in first year due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) shall not be allowed to continue his/her studies further subject to clause 9.

v. The maximum period allowed to complete the MBA program is 4 academic years from the initial date of admission.

vi. Multiple Entry and Exit Options:

As per NEP 2020 and the UGC Guidelines on Curriculum and Credit Framework for Postgraduate Programmes (2022), the 1-Year MBA program (Level 6.5) is permissible under the following eligibility condition:

- The candidate must have completed a 4-year undergraduate degree (Honours or **Honours** with Research) (Level 6) in any discipline with a minimum of 75% marks or equivalent CGPA and/or as per specific institutional norms.

Exit Level	Duration	Award	Credit Requirement
After 1st Year (2 Semesters)	1 year	Postgraduate Diploma in Business Administration	56
After 2nd Year	2 years (Full MBA)	MBA (Dual Specialization) Degree	95

Entry and Credit Requirements at various Levels of MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree

Level 6. 0: MBA (DS)	**Entry requirements**	An individual seeking admission to the MBA (DS) 1st Year program must have successfully completed a 3-year or 4-year undergraduate degree in any discipline from a recognized university or institution. Candidates must have secured a minimum aggregate of 50% marks (or equivalent CGPA) at the undergraduate level.
	Credit requirements for a PG Diploma in Business Administration	The first year of PG program must be successfully completed in its first year, or the first two semesters, with credit hours 48. An exit 8-credit skills-enhancement course must then be completed, with at least a 6-credit job-specific internship or apprenticeship required and one skill enhancement course of 2-credit offered by institute in accordance with UGC guidelines to help graduates acquire job-ready skills competencies required to enter the workforce.
Level 6. 5: MBA (DS)	**Entry requirements**	Continuation of MBA (DS) or Lateral Admission into the Second Year of the MBA (DS) Program, Candidates must meet the specified entry requirements, which include academic attainments as defined in the program regulations. Eligibility will be determined through a thorough review of documented evidence
		Lateral Entry provision is available for students who have completed a four-year undergraduate degree with Research or Honors from a recognized institution. Such students are eligible for direct admission into a one-year MBA (DS) Program.
	Credit requirements for a PG Degree MBA (DS)	The successful completion of the two years (Two Semesters/ Four semesters) of the PG programme involving at least a range of 47/95 credit-hours.

*** Those who want to exit after 2nd Semester They have to qualify compulsory skill enhancement courses of 2 credits (1 SEC course of 2 credit) and 6-credit job-specific internship or apprenticeship, as outlined in the UGC Guidelines.**

Credit Requirements and Qualifications at different levels on the NHEQF:

The level of MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree programme shall be as per the National Higher Educational Qualification Framework (NHEQF). As per the guidelines, the number of credits to be earned at each level is as under:-

NHEQF Level	Nomenclature (qualifications within each level)	Credit earned without exit option	Credit earned with exit option
Level – 6	**PG Diploma in Business Administration** for those who have successfully completed One Year (two semesters) of the Post Graduate programme	48	56
Level – 6.5	**MBA (Dual Specialization)** for those who have successfully completed Two Years (four semesters) of the Post Graduate programme	95	-
Level – 6.5	**MBA (Dual Specialization)** for those who have successfully completed One Year (Two semesters) completed after a four-year undergraduate degree with Research or Honors (Level 6)	53	-

3. Medium of Instruction

The medium of instruction and examination shall be in English only.

4. Number of seats

Number of students to be admitted each year and the number of batches shall be decided and notified by the University from time to time; based upon the Rules, instructions and Notifications issued by UGC.

5. Admission

5.1. Admission to MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree programme will be made as per the rules prescribed by the Academic Council of the Rama University, Kanpur.

5.2. Admission on migration of a candidate from any other University to the University is permitted.

6. Eligibility for Admissions:

Admission to MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree programme
must have passed basic eligibility criteria i.e.10 + 2+ 3 exam or its equivalent from any recognized Central / State Board with 50% marks.

or

must have passed basic eligibility criteria i.e.10 + 2+ 4 exam or its equivalent from any recognized institutions with minimum 75% marks.

7. Procedure for Admission

At the relevant time admission to the course shall be governed by The Acts, Statutes and Ordinances in force and issued by the University. Admission to the Course shall be made strictly on the basis of the merit of the Entrance Test (RUET).

Provided that while making admission to the course reservation policy of the Government of Uttar Pradesh governing admission to higher educational Institutions issued from time to time shall be applied

8. Fee

A student shall pay the fee prescribed by the University from time to time

9. Attendance

9.1 Every student is required to attend all the lectures, tutorials, practicum and other prescribed curricular and co-curricular activities. The attendance can be condoned up to 25% on medical grounds or for other genuine reasons beyond the control of students.

9.2 A further relaxation of attendance up to 10% for a student can be given by Dean provided that he/she has been absent with prior permission of the Head of Department for the reasons acceptable to him.

The Vice Chancellor may further condone attendance shortage up to 5% on genuine grounds. However, under no circumstances, a student with an attendance of less than 60% in a subject shall be allowed to appear in the semester-end examination of that subject. Provided that the late admitted students in the first semester of any course maintain at least 75% attendance (including medical and other reasons) from the date of their admission.

9.3 No student will be allowed to appear in the end semester examination if he / she do not satisfy the overall average attendance requirements of Clause Nos. 9.1, and 9.2 and such candidate(s) shall be treated as having failed and will be further governed by clause no. 2.5

9.4 The attendance shall be counted from the date of admission in the college or start of academic session whichever is later.

10. Curriculum:

10.1 The 2 Year curriculum has been divided into 4 Semesters and shall include lectures, tutorials, practical's, projects etc. in addition to industrial training and Research Project Report etc. as defined in the scheme and executive instructions issued by the University from time to time.

10.2 The curriculum will also include such other curricular, co-curricular and extra-curricular activities as may be prescribed by the University from time to time.

11. Teaching
The objective of classroom education is to awaken the curiosity of the student, generate habits of rational thinking in him, gear his mind to face the unfamiliar and train him to stand on his own. Classroom instruction helps the student in the organization and correlation of facts, comprehension of ideas and the creative use of knowledge.

The teacher also has the additional responsibility to make the student search for knowledge on his own and induce him to use additional facilities like the library, lab and the environment, to optimize his learning process. Self-study by the student would therefore form an important factor in the planning of teaching and evaluation. The student is required to cooperate and respond to this challenge.

Every course whether single-section or multi-section is conducted by a member of the faculty called instructor-in-charge, with the assistance, wherever necessary, of the required number of instructors who will be partners with him in meeting the full academic perceptions and organizational needs of teaching the course and evaluating the students. Wherever the instructor-in-charge is mentioned hereafter, it connotes the team of instructors, acting as one entity under his captainship.

The instructor-in-charge should make a comprehensive plan in respect of conducting the course even before the semester begins.

In a multi-section course, all instructors must remain in continuous interaction in order to ensure a smooth operation of the course. While recognizing variations due to personal attitudes and styles, it is important that these are smoothened out so that the operation and grading in different sections in a course, indeed between courses across the faculty, are free from any seeming arbitrariness.

At the beginning of class work, the instructor, in-charge/instructor must announce to his class/ section through a Course Handout/Lesson Plan, the necessary information in respect of

(i) the operations of the course (its pace, coverage and level of treatment, textbooks and other reading assignments, home tasks etc);

(ii) Various components of evaluation, such as tutorials, home assignment, several quizzes/tests/examinations (announced or unannounced, open book or closed book), regularity of attendance, etc.

(iii) the frequency, duration, tentative schedule, relative weightage etc., of these various components;

(iv) the broad policy which governs decisions about make-up;

(v) mid-semester grading;

(vi) Grading procedure (overall basis, review of border line cases, effect of class average etc.

(vii) Chamber consultation hours and other matters found desirable and relevant.

12. Examination:

12.1 The performance of a student in a semester shall be evaluated through continuous evaluation and end semester examination. The continuous evaluation shall be based on Mid Term Examination, assignments/tutorials, quizzes/viva-voce and attendance. The marks for continuous evaluation (Sessional marks) shall be awarded at the end of the semester. The end semester examination shall be comprised of written papers and viva-voce, inspection of certified course work in classes and design reports or by means of any combination of these methods.

12.2 The distribution of marks for sessional, end semester theory papers, practicals and other examinations, seminar, project, industrial training shall be as prescribed.

12.3 The marks obtained in a subject shall consist of marks allotted in end semester theory paper and sessional work.

12.4 To qualify a subject a student is required to secure

a. Grade 'Q' will be given for qualified & Grade 'NQ' will be given for not qualified for all qualifying papers.

b. A candidate must secure a minimum of 33% marks in all core and elective subjects in both internal + external in aggregate.
c. A candidate must secure minimum 40% marks in all skill development courses (Ability-Enhancement Compulsory Course & Skill-Enhancement Elective Course).

12.5 The minimum pass marks in a project/practical subject (including sessional marks if any) shall be 40%.

12.6 The maximum marks of each subject (core, skill, comprehensive viva, dissertation, practical etc.) is 100. The internal assessment will be of 25marks and external assessment will be of 75 marks.

12.7 The minimum pass marks in Seminar, Internship, Research project, Dissertation and Viva-Voice etc shall be 40%.

12.8 In Non-Credit Courses (Non grading courses) a student's must secure 40% marks to qualify the courses.

12.9 No Grace Marks shall be given.

13. Evaluation Feedback

Just as evaluation is done in continuous manner, feedback should also be available in a continuous manner. Thus, the answer scripts must be promptly evaluated, shown to the students for them to obtain any clarification on their performance and returned to the students whenever practical. The performance of the students in the examination should be discussed in the class giving as much details as possible like the highest, lowest and average performances. Solutions with marking schemes are displayed soon after a test.

14. Promotion:

14.1 A candidate satisfying all the requirements under clause 23 shall be promoted to the next academic year of study.

14.2. (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided:

(i) He/ She should either completely clear all the subject of any of the semester of an academic year or earn the credit greater than or equal to the minimum credits of either of the semester of that academic year.

(ii)In yearly result, a student shall be declared PASS only if he/she secures above grades in all the subjects and minimum Semester Grade Point Average (SGPA) of 5.0, in each semester of an academic year.

(b) If a candidate satisfies the requirement of clauses 14.2 a(i) but fails to satisfy the requirement of clause 14.2 a (ii), he/she shall be eligible for provisional promotion with carry over. He/she may choose up to a maximum of any four theory papers for carryover of that particular academic year as per his/her choice to pass the examination of that year.

14.3 All other candidates who do not satisfy conditions laid down in clause 8 shall be declared fail and shall be required to repeat the whole academic year after taking re-admission. This facility is, however, subject to the time limits stipulated in clause-2.

15. Carryover System/ Improvement System:

15.1 A candidate shall not be able to appear for the all examinations of entire two semesters simultaneously.

15.2 A Student, who does not satisfy the requirements of clause 12.4, 12.5, 12.6 ,12.7 & 12.8 will be required to appear in those theory papers / practical's in which he/she failed. However, a student will be allowed to appear in those theory/ practical subjects back paper examination for odd (even) semester papers in odd (even) semester.

15.3 For satisfying clause 14.3, a candidate shall be required to exercise his/her choice up to a maximum of three theory papers in which he/she desires to appear in the examination for improving his/her SGPA. He/she shall inform the college about his/her choice within 15 days after the start of new session.

15.4 The highest marks secured in any subject in various attempts (end semester and carryover examinations) shall be considered.

16. Ex-studentship:

16.1 A candidate opting for ex-studentship shall be required to appear in all the theory & practical subjects in the end semester examinations of both semesters of the same academic year. However, the marks pertaining to Sessional, Industrial Training, and Seminar shall remain the same as those secured earlier.

16.2 A candidate opting for ex-studentship shall be required to apply to the Faculty of Commerce & Management by paying only examination fee within 15 days from the start of new session.

17. Re-admission:

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

17.1 A candidate is declared fail.

17.2 A candidate did not appear in a semester examination / or he/she was not granted permission to appear in the examination.

17.3 A candidate has been detained by the department and subsequently has been permitted to take re-admission.

17.4 A candidate as an ex-student passed the examination of the academic year or qualified for carryover system.

17.5 A candidate promoted with carry over subjects and he/she opted for re- admission.

18. Results:

18.1 The result of a candidate shall be declared on the basis of performance of both semesters of the same academic year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

18.2 Result of the final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study in the following ways:

(a)For candidates admitted MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree program as per clause 6.

I Year	100% of aggregate marks	For PG Diploma
II Year	100% of aggregate marks	For PG Degree

19. Award of Division: The division shall be awarded on the basis of result of all eight semesters.

20. Calculation of Grade Point and Grade Point Average

Relative grading shall be adopted at the Faculty of Commerce and Management, Rama University. The list of letter grades, the grade points associated with them are given on next page:

Grade	Description	Range of Marks	Grade Points
O	Outstanding	91-100	10
A^+	Excellent	81-90	9
A	Very Good	71-80	8
B^+	Good	61-70	7
B	Above Average	51-60	6
C	Average	41-50	5
P	Pass	33-40	4
F	Fail	0-32	0
Q	Qualified		
NQ	Not Qualified		

In order to arrive at alphabet grades, the total marks in a particular course for all the students pursuing the course are tabulated in the descending order (equivalently a histogram).
The performance of the course is analyzed in terms of the highest, lowest and the average marks and the dividing lines between the clusters of students. Gaps and dips between the clusters and the nature of the clusters guide in drawing the dividing lines between the grades. In a normal class of large size, the C grade usually covers the average performance. This is, however not a hard and fast rule and exceptions may arise in case of small classes, skewed

histogram etc. Borderline cases may be considered individually on the basis of regularity and the attendance, class room discussions, progressive good performance throughout the semester, etc.

20.1 Calculation System of Semester Grade Point Average:

- Computation of the Semester Grade Point Average (SGPA) and Cumulative Performance Index (CPI):

The SGPA is an indicator of the overall academic performance of a student in all the courses he/she has registered during a given semester. It is computed as follows: If the grades awarded to a student are G_1, G_2etc in courses with corresponding credits C_1, C_2etc, the SGPA is given by:

$$SGPA = \frac{C_1 \times G_1 + C_2 \times G_2 + \cdots + C_n \times G_n}{C_1 + C_2 + \cdots + C_n}$$

- The CPI indicates the overall academic performance of a student in all the courses registered up to and including the latest completed semester/summer term. It is computed in the same manner as the SGPA, considering all the courses (say, n) and is given by:

$$CPI = \frac{\sum_{i=1}^{n} C_i \times G_i}{\sum_{i=1}^{n} C_i}$$

- Percentage conversion of CPI:

$$\textbf{Percentage of marks} = CPI \times 9.5$$

- CPI conversion

≥8 CPI	**I Division**
≥6 CPI	**I Division**
≥5 CPI	**II Division**
<5 CPI	**Fail**

21. Award of Rank:

On the basis of final year result, the top ten candidates in academic year shall be awarded rank according to their merit provided they pass all the examinations in first attempt.

22. Reports

At the end of the course, in certain situations, the instructor-in-charge may report certain events/facts in suitable words, in place of grades discussed earlier. These reports are not to be construed as grades. The various reports listed below are elaborated in the subsequent clauses.

- Incomplete (I)
- Grade Awaited (GA)
- Withdrawn (W)
- Registration Cancelled (RC), Required to Register (RR), Discontinued from the Program (DP)
- Not Cleared (NC)

Incomplete (I)

If the instructor-in-charge finds a student having not fulfilled some of the requirements of a course before the final deadline for transmitting the grade, and he is satisfied that he is able to transmit some grade or a report with or without this particular fulfillment, but at his

discretion wishes to give the student an opportunity, he may, within the deadline, send a report 'I' (Incomplete) and also inform the student of the same. It shall be the responsibility of the student to contact the instructor-in-charge in time for replacement of the 'I' report within two weeks after the end of the semester (and within one week after the end of summer term, for a summer term course) which the instructor-in-charge will communicate whatever grade/report is possible for the situation. Whenever such relaxation is made, the Dean/Director will specify at his discretion, with the consent of the instructor-in-charge, the date by which 'I' report has to be converted.
The requirement envisaged in the above clause must be completed within the time allowed. If the extra time given goes beyond the registration in the next semester/term, registration in the next semester/term is not possible. The student in such a situation should seek permission to stay away as per the above clause

Grade Awaited (GA)

There are many situations where operational and practical difficulties may cause a delay in the communication of a grade. Certain situations which are visualized in this connection are:
(i) where a case of unfair means is pending;
(ii) where a case of indiscipline is pending. In these circumstances the Dean may authorize the instructor-in-charge to report GA (Grades Awaited).

A student may also get a "GA" report if he has, due to a genuine reason not been able to appear for an examination on the scheduled date and his request for make-up has been granted. In such a case, the student should ensure by the end of the term that either:
- He takes the make-up examination and convert the "GA" report onto a letter grade or
- He makes an application to the Dean/Director, through Instructor in Charge to convert "GA" report into a "NC" report.

Whenever the report GA appears in the grade sheet, a student will not be allowed to register for the subsequent semester, until the student takes steps to convert "GA" report into a letter grade or "NC" report.

Withdrawn (W)

A student may seek withdrawal from the course(s) in a semester for any of the following reasons:
- The student is unable to register for the course(s) for a genuine reason.
- The student is unable to cope up with the normal load and withdraws from the course(s) to reduce his academic load for a particular semester.

The request for withdrawal should be made to the Dean of the faculty, within two weeks of the commencement of the semester in case of
(i) above and within the stipulated duration as specified in the academic calendar in the case of
(ii) In such cases the grade sheet/transcript of the student will indicate 'W' (Withdrawn against the course(s) from which the student has withdrawn his registration. The student will have to register for the course(s) when it is offered next and obtain a valid letter grade. If the course with 'W' report is a prerequisite course for another course, the registration to the course is possible only on obtaining a valid letter grade in the prerequisite course with 'W' report. If the withdrawal is made after the due date, the event will be reported as "RC" or "DP" as the case may be.

Registration Cancelled (RC) or Required to Register (RR) or Discontinued from the Progamme (DP)

If a student's registration for a course has to be cancelled, this fact will be reported in the grade sheet as RC (Registration Cancelled). Registration would be cancelled and an RC is issued in the following cases:

- Cancellation is recommended as a part of disciplinary action for resorting to unfair means during examination or other unprofessional behaviour.
- Cancellation is recommended due to less than the minimum required percentage of attendance.
- Cancellation is recommended if a provisionally admitted student fails to submit the proof of necessary documents required for registration and/or does not satisfy the minimum eligibility requirements for the admission within the prescribed time limit.
- Cancellation is recommended when a student persistently and/or deliberately does not pay his dues.

RC itself has many meanings and may be reported as the following:

- When it is clearly known that the student will be required to register again in the same course, the event will be reported as RRA (Required to Register Again).
- If RC amounts to discontinuation from the program it will be reported as DP (Discontinued from the Program)
- If the cancellation of registration is not reported either as RRA or as DP but is reported as RC, it does not necessarily mean that it is free from any constraint. The meaning of the constraint has to be construed from the context in which the RC is reported.

Not Cleared (NC)

- If a student continued to remain registered in a course but gave the instructor inadequate opportunity to evaluate him by absenting himself from quizzes/tests/examinations/other components of evaluation, or by appearing in the same for the sake of appearance without applying himself to the task in hand or by submitting a blank script (answer book), these events would be reported as NC (Not Cleared).
- Whenever a student gets a NC report in a course irrespective of whether he has a grade in the course or not earlier to this event, the following will govern further action. It is to be noted that a NC cannot be ignored, except under the situations described below:
- Whenever a student gets a NC report in a course which is in the compulsory package of his program, he is required to register again in some course and get a valid grade therein.
- If a student has a NC report in a course taken as elective, he can either repeat the course to get a valid grade or ignore it to choose another course. However, a student must get valid grades in at least the prescribed number of electives in his program.
- Whenever a student's record has an NC in a course which remains unaccounted after a process of transfer has been completed it will not be possible for him to wipe out the NC report in such a course because this course is not a part of his program anymore; and he can graduate with this NC.
- If a student is reported NC in a project course (Summer Internship), it will be administratively converted to RC by the Dean and future registration in project courses will be done only if the Dean is satisfied with the genuineness of the candidate's interest in the course.
- If a student is reported NC in Dissertation, he will be required to register in the same for one more semester to get it clear.

23. Grade Sheet

A student's grades, reports, CGPA, etc., at the end of every semester/term will be recorded on a grade sheet, a copy of which will be issued to him. The grade sheet will be withheld when a student has not paid his dues or when there is a case of breach of discipline or unfair means pending against him.

While registration with approval of appropriate authority consistent with these regulations is a token of permission to pursue studies, the grade sheet is a complete record of the outcome of what was intended in the original/amended/ revised registration. The various grades and reports discussed above would be appropriately used to tally the grade sheet with original/ amended/revised registration. It would be evident that this tally between what was registered for and what was obtained in terms of grades and reports will apply to all courses except the course, which was originally registered for, but subsequently replaced by another course through substitution.

- The tally is made on a course basis at the end of semester/term to determine which of the courses have been cleared. A course is deemed to have been cleared if the student obtains a grade in the course. However, mere clearing of the prescribed courses does not tantamount to fulfilling the requirements of graduation.
- While all the grades secured and other pertinent information for semesters are given in a grade sheet, the chronologically organized information from the grade sheets of a student with the necessary explanation constitutes his transcript which is issued at the time he leaves the Institute or at an intermediate point on request.

24. Scrutiny and Revaluation:

24.1 Scrutiny shall be allowed in maximum three theory papers only as University norms.

24.2 Revaluation shall be allowed in maximum three theory papers only as University norms.

25. Unfair means:

Cases of unfair means shall be dealt as per the rules of the University and The U.P. Public Examination (Prevention of Unfair means) Act if any in prevalence.

26. Award of Sessional Marks:

Sessional marks for theory subjects, practical and project shall be awarded as will be prescribed and at present the break-up of sessional marks shall be as follows:

Evaluation Scheme:

Course without practical components

Continuous Evaluation (CE): 20 Marks

1. Attendance: 10 Marks
2. Assignments/Quiz / Seminar/Term paper /Project :10 Marks

MTE - Mid Term Examination: 20 Marks

a. First Mid Term Examination: 10 marks
b. Pre-University Test: 10 marks

ETE - End Term Examination: 60 Marks

Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Department was taken. Make up test shall ordinarily be held about two weeks before the semester examination. The syllabus for the make-up test shall be the whole syllabus covered by the subject teacher up to that time.

27. Award of Presentation, Summer Training, Final Research Project Marks at Department level:

27.1 The marks of Dissertation marks shall be awarded on the following basis:

Criteria	Internal	External	
Dissertation	25	-	
Viva Voce	25	50	
Total	50	50	100

27.2 The marks in Dissertation Report shall be awarded by following members:

Internal: **50 marks**	By the Faculty Guide/Supervisor – 25 marks. By Committee appointed by the Dean – 25 marks.
External: 50 marks	By External examiner appointed by the University - 50 marks

28. Cancellation of Admission:

The admission of a student at any stage of study shall be cancelled if:

1. He / She is not found qualified as per UGC/AICTE / State Government norms and guidelines or the eligibility criteria prescribed by the University.

or

2. He / She is found unable to complete the course within the stipulated time as prescribed in clause 2.vi

or

3. He / She are found involved in creating indiscipline in the FCM or in the University.

29. The Academic Council shall have the power to relax any provision provided in the ordinance in any specific matter/situation subject to the approval of Executive Council of the University & such decision(s) shall be reported to the Chancellor of the University.

Assessment Criteria

All courses of MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree program shall be evaluated by 100 marks. The subject shall be evaluated by 100 marks, out of which 40 marks shall be internal assessment and 60 marks for external assessment. Internal Assessment for 40 marks shall be as per the criteria given below:

Criteria	Marks
Mid-term evaluation	20
Assignments/ Quiz / Seminar/Term paper /Project/	10

Community Services

Attendance 10

Total Internal Assessment **40**

Marks for Attendance shall be awarded as per the criteria given below:

Attendance Percentage	Marks
96%-100%	100% of attendance marks
91%-95%	80% of attendance marks
86%-90%	60% of attendance marks
81%-85%	40% of attendance marks
75%-80%	20% of attendance marks
Below 70%	0

All students should have a minimum of 75% attendance in all subjects, in order to appear in the end term examination / viva voce. The 75% criterion includes all leaves of absence – whether approved or not approved.

Students failing to obtain 75% attendance shall be required to repeat the course in the subsequent year, along with the next batch, to make up for the shortage of attendance.

Under extraordinary circumstances, a student with attendance below 75% shall be allowed to appear in the term exams / viva voce. This will be at the discretion of the Vice Chancellor of the University. Circumstances when such leniency shall be shown include:

a. Death of a blood relative – father, mother, grandfather, grandmother, brother or sister.

b. Extreme cases of health adversity requiring hospitalization of the student.

In such cases, the student shall be required to give a written application to the Vice Chancellor of the University, along with appropriate proof. In case of death of blood relative, an application from the parent(s) shall be considered.

All faculty members shall maintain appropriate records and make them available to the University's examination centre at the end of the semester.

Credit system

The MBA (Dual Specialization) Diploma/ MBA (Dual Specialization) 2 Year Degree/ MBA (Dual Specialization) 1 Year Degree program has a total of 56 credits for 1 year PG diploma in MBA (Dual Specialization) program, 95 credits for two year PG degree in MBA (Dual Specialization) program and 53 credits for One Year PG Degree in MBA (Dual Specialization) progam and students are required to complete all courses as per their choice.

Evaluation of Summer Internship Project

Each student shall undergo practical training of four-six weeks immediately at the end of the second semester. The students are required to prepare three copies of their project reports of which two have to be submitted to the Faculty. The reports shall be submitted within three weeks of commencement of the third semester. The report evaluation shall carry 100 marks, out of which 50 shall be evaluated by an External Examiner appointed by the University, report shall carry 30 while the remaining 20 marks shall be evaluated by a Board of Internal Examiners (minimum two) appointed by the Dean, Faculty of Commerce &Management. The summer training Project shall be evaluated in the following manner:

The student at the end of the above mentioned semesters will present his/her report about the training before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty guide would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor.

The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

Internal: 50 marks	By the Faculty Supervisor – 25 marks. By Committee appointed by the Dean – 25 marks.
External: 50 marks	By External examiner appointed by the University - 50 marks

Evaluation of Dissertation Report

During the fourth semester, each student shall undertake a project to be pursued by him/her under the supervision of a faculty guide/supervisor. In fourth semester, the candidates will have to submit a Dissertation Report on a problem / topic (from the specialization areas) to be assigned by the department Commerce under the supervision of a core faculty member of the department. The guide/ supervisor shall be appointed by the Dean, Faculty of Commerce &Management. Minimum three copies of Dissertation Report along with one soft copy in a CD shall be submitted at least four weeks prior to the commencement of the 4th Semester End Term Examination. The Dissertation Report shall carry 100 marks, out of which 50 marks shall be evaluated by an External Examiner appointed by the University while the 25 marks shall be evaluated by a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty supervisor would be a special invitee to the presentation and remaining 25 marks shall be evaluated by faculty supervisor. The Dissertation Report shall be evaluated in the following manner:

Internal: 50 marks	By the Faculty Supervisor – 25 marks. By Committee appointed by the Dean – 25 marks.
External: 50 marks	By External examiner appointed by the University - 50 marks

Calculation of Grade Point and Grade Point Average

Relative grading shall be adopted at the Faculty of Commerce & Management, Rama University. The list of letter grades, the grade points associated with them are given below:

Grade	Description	Range of Marks	Grade Points
O	Outstanding	91-100	10
A+	Excellent	81-90	9
A	Very Good	71-80	8
B+	Good	61-70	7
B	Above Average	51-60	6
C	Average	41-50	5
P	Pass	33-40	4
F	Fail	0-32	0
Q	Qualified		
NQ	Not Qualified		

In order to arrive at alphabet grades, the total marks in a particular course for all the students pursuing the course are tabulated in the descending order (equivalently a histogram).

The performance of the course is analyzed in terms of the highest, lowest and the average marks and the dividing lines between the clusters of students. Gaps and dips between the clusters and the nature of the clusters guide in drawing the dividing lines between the grades. In a normal class of large size, the C grade usually covers the average performance. This is, however not a hard and fast rule and exceptions may arise in case of small classes, skewed histogram etc. Borderline cases may be considered individually on the basis of regularity and the attendance, class room discussions, progressive good performance throughout the semester, etc.

Calculation System of Semester Grade Point Average:

- Computation of the Semester Grade Point Average (SGPA) and Cumulative Performance Index (CPI):

The SGPA is an indicator of the overall academic performance of a student in all the courses he/she has registered during a given semester. It is computed as follows: If the grades awarded to a student are G_1, G_2etc in courses with corresponding credits C_1, C_2etc, the SGPA is given by:

$$SGPA = \frac{C_1 \times G_1 + C_2 \times G_2 + \cdots + C_n \times G_n}{C_1 + C_2 + \cdots + C_n}$$

- The CPI indicates the overall academic performance of a student in all the courses registered upto and including the latest completed semester/summer term. It is computed in the same manner as the SGPA, considering all the courses (say, n) and is given by:

$$CPI = \frac{\sum_{i=1}^{n} C_i \times G_i}{\sum_{i=1}^{n} C_i}$$

- The CPI indicates the overall academic performance of a student in all the courses registered upto and including the latest completed semester/summer term. It is computed in the same manner as the SGPA, considering all the courses (say, n) and is given by:

$$CPI = \frac{\sum_{i=1}^{n} C_i \times G_i}{\sum_{i=1}^{n} C_i}$$

- Percentage conversion of CPI:

$$\textit{Percentage of marks} = \textit{CPI} \times 9.5$$

- CPI conversion

≥8 CPI	**I Division with Honours**
≥6 CPI	**I Division**
≥5 CPI	**II Division**
<5 CPI	**Fail**

- In case a student gets a F grade in more than one subject, he / she has to repeat one or more of the subjects by registering for "Guided Study" in that semester. Registration for Guided Study shall be made on the payment of Rs. 500 per subject as well as registering for the examination with a payment of Rs. 1000 per subject.
- If the students get F grade in five theory subjects in an academic session, then he/ she will repeat the year.
- Whenever a student is permitted to repeat, the new grade with star will replace the old grade and computation of the SGPA will done by considering the new grade.

The Course should be completed within four years. If a student does not complete the course in four years, he / she will have to appear in the program as a fresh.

:

Chairperson
Signature: ....
Name: Prof. (Dr.) Vaishali Dhingra
Date 26/July

Signature: ....
Name: Prof. (Dr.) Indu Shukla
Date: 26/July/2025

Internal Members
Signature: ....
Name: Prof. (Dr.) Manish Dhingra
Date: 26/July/2025

External Members
Signature: 1...
Name: Prof. (Dr.) Sunil Kumar Gupta
Date: 26/July/2025

MBA
(Dual Specialization)

Evaluation Scheme
and
Course Structure

2025-26

Year	1st Year		2nd Year	
Semester	1stSem	2ndSem	3rdSem	4thSem
Credit*	24	24	27	20
Contact Hour*	24	24	27	20

Excluding MOOCs

MBA (Dual Specialization) Two-Year (4-Semester)				
Basic Structure: Distribution of Courses				
S. No.	**Types of Course**	**Credit**	**Hours**	**Total Credit**
1	Discipline Specific Core Course (CC)	3	15 courses- 3 Hrs / week / course, Total Hours 52	15x3=45
2	Ability-Enhancement Compulsory Course (AECC)	2	2 courses- 2 Hrs / week / course, Total Hours 4	2x2=04
3	Open Elective Course (OEC)	2	2 courses of 3 Hrs / week / course, Total Hours 6	2x3=6
4	Value Added Course (VAC)	2	2 course of 2 Hrs / week / course, Total Hours 4	2 x 2= 4
5	Skill-Enhancement Elective Course (SEC)	2	2 courses of 2 Hrs / week / course, Total Hours 4	2x2=4
6	Research Based Course	2	1 course of 2 Hrs / week / course, Total Hours 2	1X2=2
7	Discipline Specific Elective Course (DSEC)	6	6 courses 3 Hrs / week / course, Total Hours 24	6x3=18
8	Summer Internship Report Evaluation	6	1 Course	6
9	Dissertation Report Evaluation	6	1 Course of 12 Hrs. / week/ course, Total Hours 12	6
10	MOOC	4	1 Courses of 4 Hrs. / week/ course, Total Hours 4	4
	Total Credits			**95**

Salient Features

A. National Education Policy (NEP) 2020, Choice Based Credit System (CBCS) Outcome-Based Education (OBE):

The instructional design of the MBA (Dual Specialization) program is aligned with the transformative vision of the National Education Policy (NEP) 2020 and adheres to the guidelines of the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. The program is structured using the Choice-Based Credit System (CBCS) and follows an Outcome-Based Education (OBE) approach to promote academic flexibility, interdisciplinary learning, and industry readiness.

This two-year postgraduate program enables learners to pursue dual specialization, equipping them with advanced knowledge and practical skills across two functional areas of management such as Marketing, Finance, Human Resources and International Business.

The following is the course module designed for the MBA (Dual Specialization) program:

Discipline Specific Core Courses (CC)/ Major Courses: Discipline Specific Core Course of MBA (Dual Specialization) program will provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further be studied in depth during the elective phase. This program offered 15 core courses of 3 credits each.

Generic Multidisciplinary Open Elective Course (OEC): Open Elective is an interdisciplinary additional course. Open Elective Course is an elective course chosen from an unrelated discipline/subject, with an intention to seek exposure beyond discipline/s of choice. This program offered OE courses of 3 credits each.

Ability Enhancement Compulsory Course (AECC): As per the guidelines of NEP 2020 and Choice Based Credit System (CBCS) for all Universities, including the private universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and subjects related to understanding the significance of environmental, human values and ethical issues. This program offered AEC courses of 2 credits each.

Skill Enhancement Course (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. This program offered courses of 2 credits each.

Discipline Specific Elective Course (DSEC)/ Minor Courses: The discipline specific elective courses are chosen to make students specialist or having specialized knowledge of a specific domain. Each DSEC will carry 3 credits. It will be covered in two semesters (III &IV) of second year of the program relevant to chosen disciplines of courses of the program. Each student will have to choose six discipline specific elective courses (DSECs) as a specialization; 4 in Semester III and 2 in Semester IV respectively.

MOOC: To provide more flexible learning opportunities to students by choosing courses available on MOOC platforms. Students will have to earn 8 credits in the entire MBA (Dual Specialization) Program by passing MOOC as decided and identified by the college and platform permitted by University from time to time. In four semesters of the MBA (Dual Specialization) Program in one semester, it will be compulsory for students to get passed. The list of MOOC will be available with students as identified by the college. The MOOC platform like SWAYAM, NEPTEL, etc will be decided by University from time to time.

Rama University Uttar Pradesh, Kanpur
Faculty of Commerce and Management
Course Detail and Evaluation Scheme
(Effective from the Session 2025-26)
MBA(Dual Specialization)
Year-1 SEMESTER-I

S.N.	Category	Subject Code	Subject Name	Period			Evaluation Scheme			Subject Total	Credit
				L	T	P	CE	MTE	ETE		
			Theory subjects								
1	Discipline Specific Core Course (DSC)1	MBDS 101	Essentials of Management and Leadership	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 2	MBDS 102	Managerial Accounting	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC)3	MBDS 103	Fundamentals of Marketing Management	3	0	0	20	20	60	100	3
4	Discipline Specific Core Course (DSC) 4	MBDS 104	Quantitative Decision Making	3	0	0	20	20	60	100	3
5	Discipline Specific Core Course (DSC) 5	MBDS 105	Organizational Psychology and Behaviour	3	0	0	20	20	60	100	3
6	Ability Enhancement Compulsory Course-1	MHSC101	English Communication	2	0	0	20	20	60	100	2
7	Generic elective/Open Elective Courses/ Multidisciplinary-1		Select any 1 from the OEC Group	3	0	0	20	20	60	100	3
8	Skill Enhancement Courses 1	MBSE 101	Computer Fundamentals & Information Systems	1	0	2	20	20	60	100	2
9	Value Added Course-1	MVAC001N	Foundation of Indian Knowledge System	2	0	0	20	20	60	100	2
	Total			23	0	2	180	180	540	900	24

Contact Hr	24		
Theory	9	Lab	0

Course Curriculum (w.e.f. Session2025-26)
M.B.A (Dual Specialization)
Rama University, Uttar Pradesh
SEMESTER II

Rama University Uttar Pradesh, Kanpur											
Faculty of Commerce and Management											
Course Detail and Evaluation Scheme											
(Effective from the Session 2025-26)											
MBA(Dual Specialization)											
Year-1 SEMESTER-II											
S. N.	Category	Subject Code	Subject Name	Period			Evaluation Scheme			Subject Total	Credit
				L	T	P	CE	MTE	ETE		
Theory subjects											
1	Discipline Specific Core Course (DSC) 6	MBDS 201	Contemporary Business Environment	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 7	MBDS 202	Managing People at Work	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC) 8	MBDS 203	Finance for Business Leaders	3	0	0	20	20	60	100	3
4	Discipline Specific Core Course (DSC) 9	MBDS 204	Operations Management	3	0	0	20	20	60	100	3
5	Discipline Specific Core Course (DSC) 10	MBDS 205	Research Methodology 1	3	0	0	20	20	60	100	3
6	Ability Enhancement Compulsory Course-2	MHSC201	Environmental Studies	2	0	0	20	20	60	100	2
7	Generic elective/ Open Elective Courses/ Multidisciplinary-2		Select any 1 from the OEC Group	3	0	0	20	20	60	100	3
80	Skill Enhancement Courses 2	MBSE201N	Critical Thinking & Problem Solving	2	0	0	20	20	60	100	2
9	Value Added Course-2	MVAC002	Human Values and Professional Ethics	2	0	0	20	20	60	100	2
10	MOOC*	Elective Courses	Select any 1 course offered from MOOC	4	0	0	-	-	-	100	4
Total				24	0	0	270	180	450	900	24

Contact Hr	135		
Theory	9	Lab	0

***MOOC Course– I** Credit 4

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

SEMESTER III

Rama University Uttar Pradesh, Kanpur											
Faculty of Commerce and Management											
Course Detail and Evaluation Scheme											
(Effective from the Session 2025-26)											
MBA(Dual Specialization)											
Year-2 SEMESTER-III											
S. N.	Category	Subject Code	Subject Name	Period			Evaluation Scheme			Subject Total	Credit
				L	T	P	CE	MTE	ETE		
Theory subjects											
1	Discipline Specific Core Course (DSC) 11	MBDS 301	Legal Framework for Business Operations	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 12	MBDS 302	Logistics and Supply Chain Optimization	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC) 13	MBDS 303	Strategic Management and Business Transformation	3	0	0	20	20	60	100	3
4	DSEC-1	Discipline Specific Elective Courses	Select any 2 courses offered from the chosen specialization- 1 & Select any 2 courses offered from the chosen specialization -2	3	0	0	20	20	60	100	3
5	DSEC-2			3	0	0	20	20	60	100	3
6	DSEC-3			3	0	0	20	20	60	100	3
7	DSEC-4			3	0	0	20	20	60	100	3
8	Summer Internship	MBSI301	Summer Internship Report Evaluation	0	0	0	25	25	50	100	6
9	MOOC	Elective Courses	Select any 1 course offered from MOOC	4	0	0	-	-	-	100	4
Total				21	0	0	235	165	400	800	27

Contact Hr	27		
Theory	7	Lab	0

***MOOC Course– II** Credit 4

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

SEMESTER IV

Rama University Uttar Pradesh, Kanpur
Faculty of Commerce and Management
Course Detail and Evaluation Scheme
(Effective from the Session 2025-26)
MBA(Dual Specialization)
Year-2 SEMESTER-IV

S.N.	Category	Subject Code	Subject Name	Period			Evaluation Scheme			Subject Total	Credit
				L	T	P	CE	MTE	ETE		
Theory subjects											
1	Discipline Specific Core Course (DSC) 14	MBDS 401	Entrepreneurship and Business Planning	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 15	MBDS 402	Strategic CSR and Ethical Decision Making	3	0	0	20	20	60	100	3
3	DSEC-5	Discipline Specific Elective Courses	Select any 1 course offered from the chosen specialization- 1 & Select any 1 course offered from the chosen specialization -2	3	0	0	20	20	60	100	3
4	DSEC-6			3	0	0	20	20	60	100	3
5	Research Based Course		Research Methodology - 2	2	0	0	20	20	60	100	2
6	Dissertation	MBDR 401	Dissertation Report Evaluation	0	0	12	25	25	50	100	6
Total				**14**	**0**	**12**	**125**	**125**	**350**	**600**	**20**

Contact Hr	20		
Theory	5	Lab	0

For Exit after First Year Compulsory Skill Enhancement Courses (SEC-Group)

S. No	Code	Course
		Semester I
1	MSECE 001	Industry Readiness and Employability Skills
2	MSECE 002	Data Analysis Using Excel and Visualization Tools

Evaluation Scheme: To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

(A)Continuous Evaluation (CE)	**20 marks**
1 Attendance	10 marks
2 Assignments/Quiz/Seminar/Term paper /Project	10 marks
(B)Mid Term Examination (MTE) *	**20 marks**
1 First Mid Term Examination	10 marks
2 Pre University Test	10 marks
(C)End Term Examination (ETE)	**60 Marks**
TOTAL (A+B+C)	**100 Marks**

Chairperson

Signature: ....

Name: Prof. Vaishali Dhingra

Date: 26/ July/ 2025

Internal Members

Signature:

Name: Prof. Manish Dhingra

Date: 26 / July / 2025

Signature:

Name: Dr. Indu Shukla

Date: 26 / July / 2025

External Members

Signature: ....

Name: Prof. (Dr.) Sunil Kumar Gupta

Date: 26 / July / 2025

RAMA UNIVERSITY UTTAR PRADESH, KANPUR

FACULTY OF COMMERCE AND MANAGEMENT

SYLLABUS AND EVALUATION SCHEME

[Effective from the Session 2025-26]

MBA

(Dual Specialization)

1st Year and 2th Year

Program Structure- MBA (Dual Specialization) Programme

A. Introduction

The Master of Business Administration (MBA) – Dual Specialization is a two-year postgraduate program designed in alignment with the National Education Policy (NEP) 2020, the Choice-Based Credit System (CBCS), and the principles of Outcome-Based Education (OBE). The program adheres to the standards set by the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. Its primary objective is to develop industry-ready management professionals equipped with strong domain knowledge, critical thinking abilities, and a multidisciplinary outlook, enabling them to effectively respond to the evolving challenges and opportunities of the global business landscape.

In response to evolving business and academic dynamics, the MBA Dual Specialization program provides a flexible and intensive learning paradigm in which students can specialize in two functional areas of management, allowing for greater customization and career alignment. The program was carefully crafted with input from stakeholders such as industry experts, academics, and alumni to ensure relevance, rigor, and employability. This program offers students 95 credits spread across four semesters, including core courses, ability and skill enhancement courses, discipline electives, open electives, research-based learning, and experiential learning components. It stresses not only academic success but also skill development, innovation, entrepreneurship, and ethical leadership, all of which are pillars of the NEP 2020 goal.

Additionally, the curriculum incorporates contemporary pedagogical strategies like research-driven assignments, industrial internships, case-based learning, simulations, field projects, and technology-enabled learning resources. In order to support students' overall development, the structure encourages multiple entry and exit possibilities and supports the growth of academic depth, industrial orientation, and entrepreneurial attitude.

MBA (Dual Specialization) Two-Year (4-Semester)				
Basic Structure: Distribution of Courses				
S. No.	**Types of Course**	**Credit**	**Hours**	**Total Credit**
1	Discipline Specific Core Course (CC)	3	15 courses- 3 Hrs / week / course, Total Hours 52	15x3=45
2	Ability-Enhancement Compulsory Course (AECC)	2	2 courses- 2 Hrs / week / course, Total Hours 4	2x2=04
3	Open Elective Course (OEC)	2	2 courses of 3 Hrs / week / course, Total Hours 6	2x3=6
4	Value Added Course (VAC)	2	2 course of 2 Hrs / week / course, Total Hours 4	2 x 2= 4
5	Skill-Enhancement Elective Course (SEC)	2	2 courses of 2 Hrs / week / course, Total Hours 4	2x2=4
6	Research Based Course	2	1 course of 2 Hrs / week / course, Total Hours 2	1X2=2
7	Discipline Specific Elective Course (DSEC)	6	6 courses 3 Hrs / week / course, Total Hours 24	6x3=18
8	Summer Internship Report Evaluation	6	1 Course	6
9	Dissertation Report Evaluation	6	1 Course of 12 Hrs. / week/ course, Total Hours 12	6
10	MOOC	4	1 Courses of 4 Hrs. / week/ course, Total Hours 4	4
	Total Credits			**95**

B. National Education Policy (NEP) 2020, Choice Based Credit System (CBCS) Outcome-Based Education (OBE):

The instructional design of the MBA (Dual Specialization) program is aligned with the transformative vision of the National Education Policy (NEP) 2020 and adheres to the guidelines of the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. The program is structured using the Choice-Based Credit System (CBCS) and follows an Outcome-Based Education (OBE) approach to promote academic flexibility, interdisciplinary learning, and industry readiness.

This two-year postgraduate program enables learners to pursue dual specialization, equipping them with advanced knowledge and practical skills across two functional areas of management such as Marketing, Finance, Human Resources and International Business.

The following is the course module designed for the MBA (Dual Specialization) program:

Discipline Specific Core Course (CC): Discipline Specific Core Course of MBA (Dual Specialization) program will provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further be studied in depth during the elective phase. This program offered 15 core courses of 3 credits each.

Generic Multidisciplinary Open Elective Course (OEC): Open Elective is an interdisciplinary additional course. Open Elective Course is an elective course chosen from an unrelated discipline/subject, with an intention to seek exposure beyond discipline/s of choice. This program offered OE courses of 3 credits each.

Ability Enhancement Compulsory Course (AECC): As per the guidelines of NEP 2020 and Choice Based Credit System (CBCS) for all Universities, including the private universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and subjects related to understanding the significance of environmental, human values and ethical issues. This program offered AEC courses of 2 credits each.

Skill Enhancement Course (SEC): These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. This program offered courses of 2 credits each.

Discipline Specific Elective Course (DSEC): The discipline specific elective courses are chosen to make students specialist or having specialized knowledge of a specific domain. It will be covered in two semesters (III &IV) of second year of the program relevant to chosen disciplines of courses of the program. Each student will have to choose six discipline specific elective courses (DSECs) as a specialization; 4 in Semester III and 2 in Semester IV respectively. Each DSEC will carry 3 credits.

MOOC: To provide more flexible learning opportunities to students by choosing courses available on MOOC platforms. Students will have to earn 8 credits in the entire MBA (Dual Specialization) Program by passing MOOC as decided and identified by the college and platform permitted by University from time to time. In four semesters of the MBA (Dual Specialization) Program in one semester, it will be compulsory for students to get passed. The list of MOOC will be available with students as identified by the college. The MOOC platform like SWAYAM, NEPTEL, etc will be decided by University from time to time.

C. Programme Specific Outcomes (PEOs/POs/PSOs)

1) Program Educational Objectives

PEO1 Possess professional skills for employment and lifelong learning in Dual Specialization.

PEO2 Have attained a general level of competence in management and to enable them to Act with creative, innovative and entrepreneurial potentials with management tools.

PEO3 Adapt to a rapidly changing environment with learned and applied new skills in management.

PEO4 Become socially responsible and value driven citizens committed to Sustainable development.

2) Program Outcomes (POs)

PO1: Cross-Disciplinary Integration and Strategic Perspective: Conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.

PO2: Critical Thinking and Problem Solving: Apply the perspective of their chosen specialized area of study to develop fully-reasoned opinions on such contemporary issues as the need for integrity, leading and managing change, globalization and technology management.

PO3: Team work: Able to determine the effectiveness with which goals are defined and achieved in team environments to assess the contributions made by themselves as well as by their peers within those environments and to identify and resolve conflicts.

PO4: Leadership Skills: Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other MBA sanctioned initiatives.

PO5: Modern Tool Usage: Create, select, and apply appropriate techniques, resources and modern management and IT tools including prediction and modelling to complex management activities with an understanding of the limitations.

PO6 Environment and Sustainability: Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable business and management development.

PO7: Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

PO8: Entrepreneurial Perspective: Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

PO9: Global Perspective: Able to demonstrate their ability to assess and evaluate the dynamic internal and external elements of the competitive global environment.

3) Program Specific Outcomes (PSOs)

PSO1 The graduates would have imbibed all the basic principles of Management.

PSO2 The graduates would have adequate theoretical knowledge on various core disciplines of management science.

PSO3 The graduates would be able to consolidate the thus acquired knowledge into practical skills.

SO4 Through value based education and training would also discharge his/her social responsibility to the community at large

Study & Evaluation Scheme

Rama University Uttar Pradesh, Kanpur											
Faculty of Commerce and Management											
Course Detail and Evaluation Scheme											
(Effective from the Session 2025-26)											
MBA (Dual Specialization)											
Year-1 SEMESTER-I											
S.N.	**Category**	**Subject Code**	**Subject Name**	**Period**			**Evaluation Scheme**			**Subject Total**	**Credit**
				L	**T**	**P**	**CE**	**MTE**	**ETE**		
Theory subjects											
1	Discipline Specific Core Course (DSC)1	MBDS 101	Essentials of Management and Leadership	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 2	MBDS 102	Managerial Accounting	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC)3	MBDS 103	Fundamentals of Marketing Management	3	0	0	20	20	60	100	3
4	Discipline Specific Core Course (DSC) 4	MBDS 104	Quantitative Decision Making	3	0	0	20	20	60	100	3
5	Discipline Specific Core Course (DSC) 5	MBDS 105	Organizational Psychology and Behaviour	3	0	0	20	20	60	100	3
6	Ability Enhancement Compulsory Course-1	MHSC101	English Communication	2	0	0	20	20	60	100	2
7	Generic elective/Open Elective Courses/ Multidisciplinary-1		Select any 1 from the OEC Group	3	0	0	30	20	20	60	3
8	Skill Enhancement Courses 1	MBSE 101	Computer Fundamentals & Information Systems	1	0	2	20	20	60	100	2
9	Value Added Course-1	MVAC001N	Foundation of Indian Knowledge System	2	0	0	20	20	60	100	2
Total				23	0	2	270	180	450	900	24

*L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

Evaluation Scheme: To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

(A)Continuous Evaluation (CE)	**20 marks**
1 Attendance	10 marks
2 Assignments/Quiz/Seminar/Term paper /Project	10 marks
(B)Mid Term Examination (MTE) *	**20 marks**
1 First Mid Term Examination	10 marks
2 Pre University Test	10 marks
(C)End Term Examination (ETE)	**60 Marks**
TOTAL (A+B+C)	**100 Marks**

Rama University Uttar Pradesh, Kanpur											
Faculty of Commerce and Management											
Course Detail and Evaluation Scheme											
(Effective from the Session 2025-26)											
MBA (Dual Specialization)											
Year-1 SEMESTER-II											
S.N.	**Category**	**Subject Code**	**Subject Name**	**Period**			**Evaluation Scheme**			**Subject Total**	**Credit**
				L	**T**	**P**	**CE**	**MTE**	**ETE**		
Theory subjects											
1	Discipline Specific Core Course (DSC) 6	MBDS 201	Contemporary Business Environment	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 7	MBDS 202	Managing People at Work	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC) 8	MBDS 203	Finance for Business Leaders	3	0	0	20	20	60	100	3
4	Discipline Specific Core Course (DSC) 9	MBDS 204	Operations Management	3	0	0	20	20	60	100	3
5	Discipline Specific Core Course (DSC) 10	MBDS 205	Research Methodology 1	3	0	0	20	20	60	100	3
6	Ability Enhancement Compulsory Course-2	MHSC201	Environmental Studies	2	0	0	20	20	60	100	2
7	Generic elective/ Open Elective Courses/ Multidisciplinary-2		Select any 1 from the OEC Group	3	0	0	30	20	20	100	3
8	Skill Enhancement Courses 2	MBSE201N	Critical Thinking & Decision Making	2	0	0	20	20	60	100	2
9	Value Added Course-2	MVAC002	Human Values and Professional Ethics	2	0	0	20	20	60	100	2
10	MOOC*	Elective Courses	Select any 1 course offered from MOOC	4	0	0	-	-	-	100	4
Total				24	0	0	270	180	450	900	24

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

*L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

Evaluation Scheme: Evaluation Scheme: To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

(A)Continuous Evaluation (CE)	**20 marks**
1 Attendance	10 marks
2 Assignments/Quiz/Seminar/Term paper /Project	10 marks
(B)Mid Term Examination (MTE) *	**20 marks**
1 First Mid Term Examination	10 marks
2 Pre University Test	10 marks
(C)End Term Examination (ETE)	**60 Marks**
TOTAL (A+B+C)	**100 Marks**

Rama University Uttar Pradesh, Kanpur												
Faculty of Commerce and Management												
Course Detail and Evaluation Scheme												
(Effective from the Session 2025-26)												
MBA (Dual Specialization)												
Year-2 SEMESTER-III												
S.N.	Category	Subject Code	Subject Name	Period			Evaluation Scheme			Subject Total	Credit
				L	T	P	CE	MTE	ETE		
Theory subjects											
1	Discipline Specific Core Course (DSC) 11	MBDS 301	Legal Framework for Business Operations	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 12	MBDS 302	Logistics and Supply Chain Optimization	3	0	0	20	20	60	100	3
3	Discipline Specific Core Course (DSC) 13	MBDS 303	Strategic Management and Business Transformation	3	0	0	20	20	60	100	3
4	Discipline Specific Elective Courses	DSEC-1	Select any 2 courses offered from the chosen specialization- 1 & Select any 2 courses offered from the chosen specialization - 2	3	0	0	20	20	60	100	3
5		DSEC-2		3	0	0	20	20	60	100	3
6		DSEC-3		3	0	0	20	20	60	100	3
7		DSEC-4		3	0	0	20	20	60	100	3
8	Summer Internship	MBSI301	Summer Internship Report Evaluation	0	0	0	25	25	50	100	6
9	MOOC	Elective Courses	Select any 1 course offered from MOOC	4	0	0	-	-	-	100	4
Total				21	0	0	235	165	400	800	27

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

*L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

Evaluation Scheme: To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

(A)Continuous Evaluation (CE)	**20 marks**
1 Attendance	10 marks
2 Assignments/Quiz/Seminar/Term paper /Project	10 marks
(B)Mid Term Examination (MTE) *	**20 marks**
1 First Mid Term Examination	10 marks
2 Pre University Test	10 marks
(C)End Term Examination (ETE)	**60 Marks**
TOTAL (A+B+C)	**100 Marks**

.Rama University Uttar Pradesh, Kanpur												
Faculty of Commerce and Management												
Course Detail and Evaluation Scheme												
(Effective from the Session 2025-26)												
MBA (Dual Specialization)												
Year-2 SEMESTER-IV												
S.N.	**Category**	**Subject Code**	**Subject Name**	**Period**			**Evaluation Scheme**			**Subject Total**	**Credit**
				L	**T**	**P**	**CE**	**MTE**	**ETE**		
Theory subjects											
1	Discipline Specific Core Course (DSC) 14	MBDS 401	Entrepreneurship and Business Planning	3	0	0	20	20	60	100	3
2	Discipline Specific Core Course (DSC) 15	MBDS 402	Strategic CSR and Ethical Decision Making	3	0	0	20	20	60	100	3
3	Discipline Specific Elective Courses	DSEC-5	Select any 1 course offered from the chosen specialization- 1 & Select any 1 course offered from the chosen specialization -2	3	0	0	20	20	60	100	3
4		DSEC-6		3	0	0	20	20	60	100	3
5	Research Based Course		Research Methodology - 2	2	2	0	0	20	20	100	2
6	Dissertation	MBDR 401	Dissertation Report Evaluation	0	0	12	25	25	50	100	6
Total				**14**	**0**	**12**	**175**	**125**	**300**	**600**	**20**

*L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

Evaluation Scheme:- To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- Student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

(A)Continuous Evaluation (CE)	**20 marks**
1 Attendance	10 marks
2 Assignments/Quiz/Seminar/Term paper /Project	10 marks
(B)Mid Term Examination (MTE) *	**20 marks**
1 First Mid Term Examination	10 marks
2 Pre University Test	10 marks
(C)End Term Examination (ETE)	**60 Marks**
TOTAL (A+B+C)	**100 Marks**

Generic elective/Open Elective Courses/Multidisciplinary

S. No	Code	Course
Semester I (Choose any One course)		
1	PGOE 101	Applied Managerial Economics
2	PGOE 102	Cross Cultural Management
Semester II (Choose any One course)		
3	PGOE 201	Essentials of Total Quality Management
4	PGOE 203	Decision Science and Operations Analytics

Discipline Specific Elective Courses (DSEC) - Dual Specializations

Marketing Management					
Courses offered in III Semester			**Courses offered in IV Semester**		
S. No	**Course Code**	**Course Title**	**S. No**	**Course Code**	**Course Title**
1	MMDS301	Consumer Behaviour	1	MMDS 401	Digital Marketing
2	MMDS302	Sales and Distribution Management	2	MMDS 402	Customer Relationship Management
3	MMDS303	Brand Management	3	MMDS403	Advertisement Management
4	MMDS304	Rural Marketing	4	MMDS404	Retail Management

Finance					
Courses offered in III Semester			**Courses offered in IV Semester**		
1	FMDS301N	Investment Analysis and Portfolio Management	1	FMDS401	Mergers and Acquisitions
2	FMDS302	Financial Markets and	2	FMDS402	Behavioral Finance

		Services			
3	FMDS303	Income Tax Law and Practice	3	FMDS403	Business Analysis and Valuation
4	FMDS304	Financial Derivatives	4	FMDS404	International Financial Management
Human Resource Management					
Courses offered in III Semester			**Courses offered in IV Semester**		
1	HRDS301N	Human Resource Planning & Management	1	HRDS401	Performance and Compensation Management
2	HRDS302	Organizational Change and Organizational Development	2	HRDS402	Negotiation & Conflict Management
3	HRDS303	Strategic Human Resource Management	3	HRDS403	Global Human Resource Management
4	HRDS304 N	Gamification and Employee Motivation	4	HRDS404	Training & Development
International Business					
Courses offered in III Semester			**Courses offered in IV Semester**		
1	IBDS301	International Business Environment	1	IBDS401	International Trade Practices and Procedures
2	IBDS302	International Marketing	2	IBDS402	Global Logistics and Supply Chain Management
3	IBDS303	Export – Import procedure and Documentation	3	IBDS403	International Marketing Research
4	IBDS304	Regulatory Framework for International Trade	4	IBDS404	Global Strategic Management

Generic elective/Open Elective Courses/Multidisciplinary

S. No	Code	Course
Semester I (Choose any One course)		
1	PGOE 101	Applied Managerial Economics
2	PGOE 102	Cross Cultural Management
Semester II (Choose any One course)		
3	PGOE 201	Essentials of Total Quality Management
4	PGOE 202	Decision Science and Operations Analytics

For Exit after First Year Compulsory Skill Enhancement Courses (SEC-Group)

S. No	Code	Course
Semester I		
1	MSECE 001	Industry Readiness and Employability Skills
2	MSECE 002	Data Analysis Using Excel and Visualization Tools

Discipline Specific Elective Courses (DSEC) - Dual Specializations

Marketing Management					
Courses offered in III Semester			Courses offered in IV Semester		
S. No	Course Code	Course Title	S. No	Course Code	Course Title
1	MMDS301	Consumer Behaviour	1	MMDS 401	Digital Marketing
2	MMDS302	Sales and Distribution Management	2	MMDS 402	Customer Relationship Management
3	MMDS303	Brand Management	3	MMDS403	Advertisement Management
4	MMDS304	Rural Marketing	4	MMDS404	Retail Management

Finance					
Courses offered in III Semester			Courses offered in IV Semester		
1	FMDS301N	Investment Analysis and	1	FMDS401	Mergers and Acquisitions

		Portfolio Management			
2	FMDS302	Financial Markets and Services	2	FMDS402	Behavioral Finance
3	FMDS303	Income Tax Law and Practice	3	FMDS403	Business Analysis and Valuation
4	FMDS304	Financial Derivatives	4	FMDS404	International Financial Management
Human Resource Management					
Courses offered in III Semester			**Courses offered in IV Semester**		
1	HRDS301N	Human Resource Planning & Management	1	HRDS401	Performance and Compensation Management
2	HRDS302	Organizational Change and Organizational Development	2	HRDS402	Negotiation & Conflict Management
3	HRDS303	Strategic Human Resource Management	3	HRDS403	Global Human Resource Management
4	HRDS304 N	Gamification and Employee Motivation	4	HRDS404	Training & Development
International Business					
Courses offered in III Semester			**Courses offered in IV Semester**		
1	IBDS301	International Business Environment	1	IBDS401	International Trade Practices and Procedures
2	IBDS302	International Marketing	2	IBDS402	Global Logistics and Supply Chain Management
3	IBDS303	Export – Import procedure and Documentation	3	IBDS403	International Marketing Research
4	IBDS304	Regulatory Framework for International Trade	4	IBDS404	Global Strategic Management

For Exit after First Year Compulsory Skill Enhancement Courses (SEC-Group)

S. No	Code	Course
Semester I		
1	MSECE 001	Industry Readiness and Employability Skills
2	MSECE 002	Data Analysis Using Excel and Visualization Tools

Discipline Specific Core Course

(DSCC)

Discipline Specific Core Course -1
MBA (Dual Specialization) Semester I
MBDS101: Essentials of Management and Leadership

Course objective: - The objective of this course is to equip students with foundational and contemporary knowledge of management principles and leadership practices for dynamic, digital, and global business environments while fostering ethical, inclusive, and sustainable decision-making.

Syllabus & Detailed Contents

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	Concept, nature, and significance of management; Management as an art, science, and profession, Managerial skills for the digital age; Evolution of management thought: Scientific Management (Taylor), Administrative Theory (Fayol), Bureaucratic Model (Weber), Human Relations (Hawthorne), Social System and Decision Theory Approaches, Management in VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environments.	10/25%
Unit 2:	Planning: Nature, scope, types, and significance; Planning process and barriers; strategic planning overview; MBO (Management by Objectives) and OKRs (Objectives & Key Results); SWOT and TOWS analysis in strategic decision-making; Organizing: Concepts, organizational structure types (functional, matrix, flat, networked); Adaptive and Responsive Organizational Structures; Digital Workflows and Remote Team; Structures.	10/25%
Unit 3:	Staffing: Concept, importance, manpower planning; Recruitment and selection in a hybrid work environment; Authority, responsibility, and delegation in digital teams; Directing: Concept, importance, and effective communication; Supervision styles in virtual teams; Employer Branding and Talent Acquisition Trends; Diversity, Equity & Inclusion (DEI) in staffing.	10/25%
Unit 4:	Leadership – meaning and importance; Traits of a leader; Leadership Styles – Likert' s Systems of Management. Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System; Balanced Scorecard, KPIs, and dashboards; Emotional Intelligence (EI); Ethical leadership and sustainability integration	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Understand basic and modern management theories and how they apply to today's business world.	2
CO2	Applying	Apply planning, organizing, and staffing techniques to solve real business problems.	3

CO3	**Applying**	Demonstrate effective leadership and supervision skills in team settings.	3
CO4	**Analyzing**	Use control tools like KPIs and dashboards to support better decision-making.	4
CO5	**Evaluating**	Create awareness of ethical, inclusive, and sustainable practices in management roles.	5

SUGGESTED READINGS

Text Books

1) Stoner, Freeman and Gilbert Jr. Management, Prentice Hall of India, New Delhi, 2003.
2) Gupta, C.B. Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003

Reference Books

1) Koontz. O Donnel and Weirich; Management, Tata McGraw Hill Publishing Company, New Delhi, 2001.
2) R.K. Chopra. Principles & Practices of Management, Sun India Publication.
3) P.C. Tripathi and P.N. Reddy, Principles &Practices of Management, 2nd edition, Tata McGraw Hill

Discipline Specific Core Course -2
MBA (Dual Specialization) Semester I
MBDS102: Managerial Accounting

Course objective: -The objective of this course is to acquaint the students with the fundamentals principles of management accounting; enable them to prepare analyses and interpret financial statements and also enable the students to take decisions using management accounting tools.

Syllabus & Detailed Contents

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weight-age
Unit 1:	**Foundations of Accounting and Financial Understanding** : Need and significance of accounting in business decision-making; Nature, scope, and objectives of accounting; Key accounting terms and concepts; Relationship of accounting with other business disciplines; Types and functions of accounting: Financial, Cost, and Management Accounting; Qualitative characteristics of accounting information; Overview of Generally Accepted Accounting Principles (GAAP), Accounting Standards (AS), and IFRS; Application Focus: Understanding accounting equations for managerial interpretation; Numerical: Accounting Equations	10/25%
Unit 2:	**Accounting Process:** Difference between cash and accrual basis of Accounting, Double entry system vs Single Entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VIth of company's act. Numerical: Final Accounts with Adjustment.	10/25%
Unit 3:	**Financial Statement Analysis:** Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency)	10/25%
Unit 4:	**Cash Flow Analysis:** Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement. Numerical: Preparation of Cash Flow Statement As per AS-3.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concepts of accounting.	2
CO2	Applying	Record and summarize business transactions through financial statements	3
CO3	Analyzing	Analyze financial statements using key financial ratios and tools	4

CO4	**Evaluating**	Interpret cash flow statements for business performance evaluation	5
CO5	**Applying**	Apply cash flow analysis methods.	3

SUGGESTED READINGS

Text Books

1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House.

2. Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGraw Hill.

Reference Books

1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press.

2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House.

3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company.

4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs.

5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India.

6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education.

7. Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing.

8. Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw-Hill.

9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGraw-Hill.

Discipline Specific Core Course - 3
MBA (Dual Specialization) Semester I
MBDS103: Fundamentals of Marketing Management

Course objective: -The objective of this course is to provide the students understanding of the nature and scope of marketing, core concepts of marketing, customer value and the value delivery process, marketing challenges in the globalized economic scenario.

Syllabus & Detailed Contents

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit1:	Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions.	**10/25%**
Unit2:	Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping.	**10/25%**
Unit3:	Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates.	**10/25%**
Unit4:	Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix.	**10/25%**

Course Learning Outcomes (CLO)
On completion of this course, the students will be able to:

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the role and functions of marketing in an organization.	2

CO2	**Understanding**	Understand concepts, theories and techniques of marketing.	2
CO3	**Applying**	Apply STP strategies.	3
CO4	**Analyzing**	Analyze product life cycle and pricing strategies for products.	4
CO5	**Evaluating**	Evaluate distribution and promotion mix decisions.	5

SUGGESTED READINGS

Text Books

1. Kotler, Philip Marketing Management, Prentice Hall
2.Subhash C. Jain, Marketing Management, Cengage Publications
3.Ramaswamy & Namakumari, Marketing Management, McMillan

Reference Books

1.Kurtz & Boone, Principles of Marketing, Cengage Publications
.Kotler & Armstrong , Principles of Marketing, Prentice Hall
3.Kotler & Koshy, Marketing Management, Prentice Hall
4.Biplab S. Bose, Marketing Management, Himalaya Publishing House

Discipline Specific Core Course - 4
MBA (Dual Specialization) Semester I
MBDS104: Quantitative Decision Making

Course objective:-The aim of this course is to provide the student knowledge and understanding to compute the measures of central tendency, frequency distribution, Correlation, regression analysis, probability concepts and probability theoretical distributions, Sampling distribution, and Estimation.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hours / Weightag
Unit1:	Role of statistics in Business Decisions, Scope, functions and limitations of statistics. Frequency Distribution, Methods of data Classification. Types of Frequency Distributions, tabulation of Data. Graphical Representation, Importance of Visual Presentation of Data, Diagrammatic Presentation-Types of Diagrams; Functions of Graphs, Graphs of Frequency Distribution.	**10/25%**
Unit2:	Descriptive Statistics - Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis	**10/25%**
Unit3:	Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	**10/25%**
Unit4:	Theory of Probability, Addition and Multiplication Law, Bayes' Theorem, Theoretical Distributions: Binomial, Poisson and Normal Distribution, Sampling Distribution, Standard Error, Theory of Estimation, Point Estimation, Interval Estimation.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the key terminology, concepts tools and techniques used in business statistical analysis.	2
CO2	**Understanding**	Understand the significance of visual presentation of data.	2
CO3	**Applying**	Apply the measures of central tendency and relative location.	3
CO4	**Applying**	Apply correlation and regression analysis to solve the problems.	3
CO5	**Analyzing**	Analyze the problems on the basis of concepts of probability and probability distributions	5

SUGGESTED READINGS

Text Books

1. Levins, Krehbiel & Berenson, Business Statistics, Pearson Education
2. Levin & Rubin, Statistics for Management, Prentice Hall
3. Sancheti & Kapoor, Business Mathematics, Sultan Chand and Sons
4. Gupta, Statistical Methods, Sultan Chand and Sons

Reference Books

1. T. N. Srivastava & Shailaja Rego, Statistics for management.
2. S.C. Gupta–Fundamentals of Statistics

Discipline Specific Core Course -5

MBA(Dual Specialization) Semester I

MBDS105: Organizational Psychology and Behaviour

Course objective: The objective of the course is to enable students to apply psychological principles to understand, predict, and influence individual and group behavior in organizations for effective leadership, motivation, and team performance.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hours / Weightage
Unit1:	**Foundations of Organizational Psychology:** Concept and scope of Organizational Psychology and Behaviour (OPB); Significance of studying human behavior at work; Key elements of OPB: individuals, groups, structure, and systems; Theoretical approaches to understanding behaviour: cognitive, behavioural, social-learning; OB models: Autocratic, Custodial, Supportive, Collegial, and System; Emerging challenges and opportunities in OB: hybrid workplaces,	**10/25%**
Unit2:	**Individual Behaviour:** Attitudes: Characteristics, Components, Formation, Measurement. Perception: Meaning and concept of perception, Perception process, factors influencing perception, Personality: Types, Factors influencing personality, Theories, Learning: Types of learners, Components of Learning, Theories of Learning, The learning process.	**10/25%**
Unit3:	**Motivation and Leadership:** Motivation: Importance, Types, Theories of Motivation, And Leadership: Definition and Meaning, Theories of Leadership; Transformational vs. Transactional leadership. Emotional intelligence and its impact on leadership effectiveness	**10/25%**
Unit4:	**Group Dynamics, Conflict and Team Psychology:** Groups in organizations, Group dynamics, Types of Groups, Stages of Group Development, Group decision making. Definition and meaning of conflict, Sources of Conflict, Types of Conflict, Conflict Management Approaches; Importance of trust, collaboration, and workplace wellbeing.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand foundational concepts and models of organizational psychology and behaviour	2
CO2	**Analyzing**	Analyze individual psychological factors like perception, personality, learning, and attitudes	4
CO3	**Applying**	Apply motivational and leadership theories to real workplace situations	3
CO4	**Analyzing**	Examine group dynamics, team behaviour, and psychological roots of workplace conflict	4
CO5	**Evaluating**	Evaluate strategies to manage behaviour, leadership, and conflict in modern organizational settings	5

SUGGESTED READINGS

Text Books

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 11th Edition, 2001.

Reference Books

1. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organizational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 11th Edition 2007.

Discipline Specific Core Course -6
MBA (Dual Specialization) Semester III
MBDS201: Contemporary Business Environment

Course objective: -The course aims to provide the students understanding of basic concepts and knowledge of impact of business environment to a business enterprise and its various functional areas.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weightage
Unit 1:	An overview of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business.	**10/25%**
Unit 2:	Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions.	**10/25%**
Unit 3:	Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. Numerical: Ratio Analysis	**10/25%**
Unit 4:	Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social Responsibility of Business: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand with the nature of business environment and its importance.	2
CO2	**Applying**	Apply the techniques of forecasting.	3
CO3	**Applying**	Apply the techniques of environmental analysis.	3

CO4	**Analyzing**	Analyze the components of business environment.	4
CO5	**Analyzing**	Analyze the importance and role of ethical behavior and social responsibility of business.	4

SUGGESTED READINGS

Text Books

1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House.
2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill.

Reference Books

1. Mark Hirschey, Economics for Managers, Cengage.
2. Palwar, Economic Environment of Business, New Delhi: PHI.
3. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House.
4. Shaikh Salim, Business Environment, New Delhi: Pearson Education.
5. Sundaram & Black: International Business Environment Text and Cases, New Delhi: PHI.
6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey.

Discipline Specific Core Course -7
MBA (Dual Specialization) Semester II
MBDS202: Managing People at Work

Course objective: -The objective of this course is to understand the concepts of human resource management like Human resource planning, Job analysis, Training, Performance appraisal, Wage & Salary administration.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weightage
Unit1:	Introduction to HRM Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment.	10/25%
Unit2:	Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager	10/25%
Unit3:	Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes.	10/25%
Unit4:	Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts: - minimum wage, fair wage & living wage.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Explain key concepts, functions, and evolution of HRM and its strategic role	2
CO2	Analyzing	Analyze HR planning systems and the role of HRIS, audit, and accounting	4
CO3	Applying	Apply recruitment, selection, and training strategies for effective talent management	3
CO4	Evaluating	Evaluate performance appraisal and job evaluation methods and design effective compensation strategies	5
CO5	Creating	Design HR interventions and strategies that align with organizational goals and support workforce development	6

SUGGESTED READINGS

Text Books

1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill.
2. Ivanceivich, John M., Human Resource Management, New Delhi: McGraw Hill

Reference Books

1. Dessler, Human Resource Management, Prentice – Hall.
2. T.N Chabbra, Human Resource Management.
3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House.
4. Bratton J. & Gold J., Human Resource management: Theory & Practice, Palgrave.
5. Gomez Mejia et.al, Managing Human Resource, Pearson Education.

Discipline Specific Core Course -8
MBA (Dual Specialization) Semester II
MBDS203: Finance for Business Leaders

Course objective: -The objective of this course is to provide the students understanding of the sources of finance for determining the capital structure and assess budgets for new projects and working capital requirements.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weightage
Unit1:	Finance & its scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction: – Nature and Scope. Concept of Risk and Return. Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Venture Capital, Mutual Funds. Introduction to Derivatives.	**10/25%**
Unit2:	Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows, Types and Sources of Risk in Capital Budgeting Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing	**10/25%**
Unit3:	CapitalStructure:DeterminantsofCapitalStructure,Capitalstructuretheories,over-capitalization,under-capitalization, Cost of Capital, Operating and Financial Leverage; EBIT EPS Analysis, Point of Indifference Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories, Bonus Shares. Lease financing: Concepts, types of leases, Advantages and disadvantages of leasing, Evaluation of lease agreement	**10/25%**
Unit4:	Working Capital: Concept factors affecting working capital requirements, determining working capital requirements, Estimation of Working Capital, Sources of working capital; Receivables Management, Inventory Management, and Cash Management. Recent Developments—Introduction to concepts of EVA, MVA and CAPM	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Explain the role and scope of finance, time value of money, and key components of the Indian financial system	2
CO2	**Applying**	Apply capital budgeting techniques to evaluate investment projects under different risk scenarios	3
CO3	**Analyzing & Evaluating**	Analyze and evaluate capital structure decisions, cost of capital, leverage, and dividend policy	4 & 5
CO4	**Applying**	Estimate and manage working capital requirements and its key components effectively	3
CO5	**Evaluating**	Interpret the implications of advanced financial concepts like EVA, MVA, CAPM, and leasing decisions	5

SUGGESTED READINGS

Text Books

1.I. M. Pandey, Financial Management, Vikas Publishers
2.Khan and Jain, Financial Management, Tata McGraw Hill
3.Prasanna Chandra Financial Management (Theory & Practice),Tata McGraw Hill

Reference Books

1.James C. Van Horne Financial Management & Policy, Pearson Education Asia
2.James C. Van Horne & John M., Fundamentals of Financial Management, Pearson Education Asia.
3.Brearly and Myres, Principles of Corporate Finance, Tata McGraw Hill
4.John J. Hampton Financial Decision Making: Concept, Problem and Cases, Prentice Hall India
5.P. V. Kulkarni Financial Management Himalaya Publishing House
6.Lawrence J. Gitman, Principles of Management, Pearson Education

Discipline Specific Core Course -9
MBA (Dual Specialization) Semester II
MBDS204: Operations Management

Course objective: -The objective of this course is to provide the students understanding of the concept of production & operation management, the types of production facilities, facility location techniques, managing the inventory and quality of products produced.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	Operations management: Concept, Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager. New Product development process. Process selection- Project, job, Batch, Mass and Process types of Production Systems.	**10/25%**
Unit 2:	Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques: subjective, semi quantitative & quantitative techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Production Planning & Control (PPC) – Concepts, Objectives, Functions. Work Study – Productivity: Method Study; Work Measurement.	**10/25%**
Unit 3:	Introduction to modern productivity techniques – just in time, Kanban system; MRP: Overview, Process. Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis.	**10/25%**
Unit 4:	Purchasing Management – Objectives, Vendor rating Centralized and decentralized purchasing, functions of purchase department and purchase policies. Quality Management - Quality Concepts, Total Quality Management: Control Charts: acceptance Sampling.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the roles and responsibilities of operations managers in different organizational contexts	2
CO2	**Applying**	Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization	3
CO3	**Applying**	Apply the techniques for location selection and layout design.	3
CO4	**Applying**	Apply the techniques of method study and work measurement.	3
CO5	**Analyzing**	Analyze the methods of Inventory management, vendor rating and quality management.	4

SUGGESTED READINGS

Text Books:

1. Nair, Production & Operations Management, 1st Edition, Tata McGraw-Hill

2.Adam and Ebert, Production & Operations Management, 5th Edition, Prentice Hall India

Reference Books:

1. Krajewski & Ritzman, Operations Management 5th Edition, Pearson Education
2. Buffa & Sarin, Modern Production/Operations Management 8th Edition, John Wiley
3. Chary, Production & Operations Management 2nd Edition Tata McGraw-Hill

Discipline Specific Core Course -10
MBA (Dual Specialization) Semester II
MBDS205 Research Methodology-1

Course objective:- The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods research methods.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	Definition and Applications of Research; types of research; descriptive; exploratory; quantitative; qualitative; Research Methodology, Steps in the research process; reviewing of literature; formulating a research problem; identifying objectives; ; identifying variables; establishing operational definitions; types of measurement scales: nominal; ordinal; interval; ratio.	**10/25%**
Unit 2:	Research Design: definition; functions; Types of research designs. Methods of data collection: primary and secondary sources; primary data collection instruments.	**10/25%**
Unit 3:	Sampling: concepts; principles; types of sampling: probability; non-probability; mixed sampling designs; sampling frame; sample size determination; Sampling errors; data collection; data editing; coding and tabulating, Graphical representation.	**10/25%**
Unit 4:	Introduction to hypothesis testing; Hypothesis: Meaning, Formulation and Testing, One-tailed and Two-tailed Tests; type-I and type-II error; Parametric tests, Hypothesis Testing of Means and Proportions-One Sample Test, z-test, t –test, f-test	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand basic concepts of research and its methodologies.	2
CO2	**Applying**	Apply research design in an appropriate manner.	3
CO3	**Applying**	Apply adequate knowledge of measurement & scaling techniques on research tools.	3
CO4	**Applying**	Apply hypothesis testing procedures on one sample.	3
CO5	**Applying**	Apply z Test, t Test and ANOVA Test on real life cases	3

SUGGESTED READINGS

Textbooks:

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
2. Dr. Gupta, SL and Gupta, Hitesh (2011), Research Methodology, International Book House Pvt. Ltd.

Reference Books

1.Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.

2.Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education

Discipline Specific Core Course -11
MBA (Dual Specialization) Semester III
MBDS301 Legal Framework for Business Operations

Course objective: To acquaint the student with a basic and elementary knowledge of the Business Laws.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hours / Weightage
Unit1:	**Indian Contract Act 1872:** essentials of valid contract; discharge of contract; remedies for breach of contract; contracts of indemnity; guarantee; bailment; pledge and agency	10/25%
Unit2:	**Sale of Goods Act 1930:** meaning of sale and goods; conditions and warranties; transfer of property; rights of an unpaid seller; Emerging Issues: Online Sales and E-commerce legal considerations; Brief overview of Consumer Protection Act	10/25%
Unit3:	**The Negotiable Instruments Act 1881:** essentials of negotiable instruments; kinds of negotiable instruments; holder and holder in due course; negotiation by endorsements; crossing of a cheque and dishonor of a cheque; Recent amendments: Electronic cheques, dishonor under Section 138; Practical relevance in banking and digital business environments	10/25%
Unit4:	**The Companies Act 1956** (Basic elementary knowledge): essential characteristics of a company; types of companies; Memorandum and Articles of Association; prospectus; Shares: kinds; allotment and transfer; debentures; essential conditions for a valid meeting; kinds of meetings and resolutions; directors and remuneration; directors, managing directors and their appointment; qualifications; powers and limits on their remuneration; prevention of oppression and mismanagement.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Understand key legal principles governing business contracts and commercial transactions	2
CO2	Applying	Apply the Sale of Goods Act and consumer protection laws in real business situations	3
CO3	Analyzing	Analyze legal aspects of negotiable instruments in traditional and digital contexts	4
CO4	Evaluating	Evaluate the legal structure, governance mechanisms, and regulatory compliance of companies	5
CO5	Creating	Integrate legal insights into ethical and strategic business decision-making	6

SUGGESTED READINGS

Text Books

1. Pathak, Akhileshwar, (2009), Legal Aspects of Business, 4th Edition, McGraw Hill Education
2. Kuchhal, M. C., (2006), Business Law, Vikas Publishing House, New Delhi.
3. Kapoor, N. D., (2006), Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

Reference Books

1. Singh, Avtar, (2006), Company Law, Eastern Book Co. Lucknow, Bharat Law House, Delhi.
2. Bagrial, Ashok, (2008), Company Law, Vikas Publishing House.
3. A. Ramaiyya, Guide to the Companies Act, 16th edition, Lexis Nexis Butterworths

Discipline Specific Core Course -12
MBA (Dual Specialization) Semester III
MBDS302 Logistics and Supply Chain Optimization

Course Objective: The objective of this course is to acquaint students with the issues related to logistics and supply chain management of firm engaged in business.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weightage
Unit1:	Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.	10/25%
Unit2:	Logistics Management: Logistics costs, different models, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept.	10/25%
Unit3:	Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock, lead time reduction, re-order point / re-order level fixation. ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.	10/25%
Unit4:	Recent Issues in SCM: Role of Computer / IT in Emerging Digital Tools in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, concept of demand chain management; Demand Chain Management: concept, tools, and applications	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Understand fundamental concepts and strategic importance of SCM	2
CO2	Applying	Apply principles of logistics and vendor management to optimize operations	3
CO3	Analyzing	Analyze inventory control models and evaluate inventory policies	4 & 5
CO4	Evaluating & Evaluating	Evaluate the impact of IT and outsourcing on SCM performance	5
CO5	Creating	Design sustainable, tech-enabled, and responsive supply chains	6

SUGGESTED READINGS

Text Books
1. Chopra S and P Meindil "Supply chain management: Strategy, planning and operations".
2. Martin Christopher, Logistics & Supply Chain Management, FT Prentice Hall.
3. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge.

Reference Books
1. John Mangan & Chandra C. Lalwani, Global Logistics & Supply Chain Management, John Wiley & Sons.
2. Waters Donald, Global Logistics & supply chain management, Viva, Kogan Page Ltd.
3. David P, International Logistics, Biztantra, New Delhi.

Discipline Specific Core Course -13
MBA (Dual Specialization) Semester III
MBDS 303 Strategic Management and Business Transformation

Course Objective: The course aims to develop students' ability to think strategically and lead business transformation in a dynamic and competitive environment. It equips learners with the knowledge, tools, and frameworks to formulate, implement, and evaluate strategies that create sustainable competitive advantage. Special emphasis is placed on managing digital disruption, global competition, innovation, and strategic agility required for organizational transformation.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weightage
Unit1:	**Introduction to Strategic Management:** Definition, nature, scope, and significance of strategy and strategic management; Strategic decision-making process and levels (corporate, business, functional); Strategic intent: vision, mission, business definition, goals, and objectives; Role and responsibilities of strategists in dynamic business environments; Strategic intent and stretch; Strategic fit and competitive advantage	10/25%
Unit2:	**Strategic Analysis:** Internal Environment Analysis: Resource-Based View (VRIO Framework), Value Chain Analysis, Core Competencies; External Environment Analysis: Industry Analysis (Porter's Five Forces); Tools for scanning: PESTLE, ETOP, QUEST, SWOT/TOWS; Blue Ocean vs. Red Ocean Strategy; Portfolio analysis: BCG Matrix, GE Nine-Cell Matrix, Hofer's Matrix, Shell Directional Policy Matrix; Strategic Business Units (SBUs) and Strategic Fit	10/25%
Unit3:	**Strategy Formulation** **Corporate-level strategies:** Stability, Expansion, Retrenchment, and Combination; Corporate restructuring, turnaround strategies, and synergy; **Business-level strategies:** Porter's Generic Strategies: Cost Leadership, Differentiation, Focus; Location Strategies: Factors influencing location decisions (cost, access to markets, logistics, labor, tax policies, regulations); Timing Strategies: First Mover vs. Late Mover Advantage, Strategic Windows, Market Entry Timing **Directional Strategies:** Ansoff's Matrix – Market Penetration, Product Development, Market Development, Diversification **Strategic alliances:** mergers, acquisitions, joint ventures, and partnerships; Global strategy perspectives: internationalization, multi-domestic vs. global strategy; Innovation-driven strategies and disruption management Core competence and competitive advantage	10/25%
Unit4:	**Strategy Implementation & Evaluation** Structure, systems, and resource alignment; Leadership, organizational culture, ethics, and values in strategic execution; Integration of functional strategies (HR, marketing, operations, finance) Strategic control and operational control mechanisms; Techniques of evaluation: Balanced Scorecard, Benchmarking, KPIs; Challenges in strategy execution in the digital and global era	10/25%

Course Learning Outcomes (CLO)

CO Code	Intellection	Course Outcome	Bloom's Level
CO1	Understanding	Understand core concepts of strategy, strategic intent, and levels of strategy	2

CO2	**Analyzing**	Analyze internal and external business environments using strategic tools	4
CO3	**Evaluating**	Evaluate and select appropriate corporate and business-level strategies	5
CO4	**Applying**	Examine strategic implementation issues including leadership, structure, and ethics	3
CO5	**Evaluating**	Assess and control strategic outcomes using evaluation frameworks	5

SUGGESTED READINGS

Text Books:

1. Business Policy and Strategic Management, Jauch Lawrence R & William Glueck, Tata McGraw Hill
2. Business Policy and Strategic Management, Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
3. Business Policy and Strategic Management, J. David Hunger & Thomas L. Wheelen Pearson Education
4. Business Policy and Strategic Management–Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd , New Delhi

Reference Books:

1. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
2. Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim & Renée Mauborgne (Harvard Business Review Press)
3. Competitive Strategy: Techniques for Analyzing Industries and Competitors, By Michael E. Porter (Free Press)
4. Innovation and Entrepreneurship, Peter F. Drucker (Harper Business)

Discipline Specific Core Course -14
MBA (Dual Specialization) Semester IV
MBDS 401: Entrepreneurship and Business Planning

Course objective: -To help students develop the skills and mindset to identify, evaluate, and launch entrepreneurial ventures in emerging economies.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hrs/ Weight age
Unit1:	Concept and importance of entrepreneurship in emerging markets; Entrepreneurial knowledge and skill requirements; Characteristics of successful entrepreneurs; Difference between Entrepreneur and Manager; Difference between Entrepreneur and Intrapreneur; Entrepreneurship's role in socio-economic development; Types of entrepreneurs; How entrepreneurs think; Barriers to entrepreneurship in developing economies	**10/25%**
Unit2:	Generating business ideas: Sources, methods, creative problem-solving; Opportunity recognition in underserved markets; Environmental scanning, competitor and industry analysis; Idea validation and Feasibility study: market, technical, operational, financial; Business opportunity identification and SWOT analysis MVP (Minimum Viable Product) and Prototyping; presenting business plans; Preparing project reports for funding	**10/25%**
Unit3:	Business Model Canvas (BMC); Value Proposition and Customer Segments; Marketing research for startups; Steps in preparing a marketing plan; Entrepreneurial motivation theories (Maslow, Herzberg, McGregor); Creativity and innovation: Invention vs. innovation, Jugaad, frugal innovation; Entrepreneurial skills: decision-making, problem-solving, resilience.	**10/25%**
Unit4:	Startup India, Stand Up India, MSME, Atal Incubation Mission, and other government schemes; Sources of finance: bootstrapping, Angel investors, Venture capital, Crowd funding, debt, equity, microfinance, VCs; Institutional support: NABARD, SIDBI, MUDRA, Startup India; Legal issues: IPR (patents, trademarks, copyrights), licensing; Franchising and other scalable business models; Regulatory framework for startups in India. Managing growth, scaling, and exit strategies; Ethical and sustainable entrepreneurship	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Remembering**	Identify the characteristics and socio-economic impact of entrepreneurship in emerging markets.	**1**
CO2	**Analyzing**	Analyze opportunities, generate business ideas, and conduct feasibility studies suited to dynamic economic conditions.	**4**
CO3	**Applying**	Apply innovative and creative thinking to address problems in underdeveloped or resource-scarce markets.	**3**
CO4	**Evaluating**	Evaluate entrepreneurial motivations, market research strategies, and legal frameworks in an emerging market context.	**5**
CO5	**Creating**	Develop viable business models and funding strategies for startups operating in developing economies.	**6**

Text Books:

1. Hisrich, Robert D., Michael Peters, and Dean Shepherd – Entrepreneurship, Tata McGraw Hill, New Delhi.
2. Barringer, Bruce R., and R. Duane Ireland – Entrepreneurship: Successfully Launching New Ventures, Pearson Prentice Hall, New Jersey (USA).
3. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, Cengage Learning

Reference Books:

1. Lall, Madhurima, and Shikha Sahai – Entrepreneurship, Excel Books, New Delhi.
2. Charantimath, Poornima – Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

Discipline Specific Core Course -15
MBA (Dual Specialization) Semester IV
MBDS402: Strategic CSR and Ethical Decision Making

Course objective:-To provide knowledge to students to understand the strategic importance of Corporate Social Responsibility and ethical decision-making and implement sustainable practices aligned with global standards and Indian ethos.

Syllabus and detailed contents:

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit1:	Concept, evolution, and importance of Corporate Social Responsibility (CSR); CSR vs. Corporate Governance vs. Corporate Sustainability; Strategic CSR and competitive advantage; Stakeholder theory and stakeholder engagement; Legal provisions and CSR mandates in India (Companies Act, 2013)	**10/25%**
Unit2:	Fundamentals of business ethics and values; Ethical theories: Utilitarianism, Rights Theory, Justice Theory, Virtue Ethics; Ethical dilemmas in managerial decision-making; Ethics in functional areas: marketing, HR, finance, and operations; Ethics in emerging business contexts: AI, digital platforms, and sustainability; Indian Ethos in Business: Values from the Bhagavad Gita, Upanishads, and Arthashastra; relevance of Dharma, Karma, and Nishkama Karma in decision-making	**10/25%**
Unit3:	CSR policy formulation and execution; Corporate foundations and NGO partnerships; Monitoring and evaluation of CSR initiatives; Role of leadership and employee engagement in CSR	**10/25%**
Unit4:	Linking CSR with ethical decision-making at the strategic level; ESG integration into corporate strategy; Decision-making frameworks for responsible management; Corporate governance codes and ethical compliance mechanisms; Role of boards, committees, and regulatory bodies	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand CSR principles and legal frameworks	2
CO2	**Applying**	Apply ethical theories and Indian ethos to real-life business challenges	3
CO3	**Analyzing**	Analyze CSR implementation and assess its organizational impact	4
CO4	**Evaluating**	Evaluate ethical issues in different business functions and digital platforms	5
CO5	**Creating**	Formulate strategic decisions incorporating ethics, ESG, governance, and Indian business values	6

SUGGESTED READINGS

Text Books:

1. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
2. Business Policy and Strategic Management–Dr Azhar Kazmi, Published by Tata Mc Graw Hill Publications

Reference Books:

1. Business Policy and Strategic Management- Suku Lomashand P. K Mishra, Vikas Publishing House Pvt Ltd, New Delhi
2. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press

Generic elective/Open Elective Courses/ Multidisciplinary (OEC)

Generic elective/Open Elective Courses/Multidisciplinary-1
MBA (Dual Specialization) Semester I
PGOE101: Applied Managerial Economics

Course objective: -To understand the fundamental concepts and theories of economics relevant to business organizations.

L	T	P	CR
3	0	0	3

Syllabus and detailed contents

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction: Managerial Economics:** Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of a Managerial Economist. Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty.	10/25%
Unit 2:	**Demand:** Basic Concepts Demand Analysis; Law of Demand; Determinates of Demand; Elasticity of Demand-Price, Income and cross Elasticity; Uses of concept of elasticity of demand in managerial decisions. **Forecasting:** Demand forecasting; Meaning, significance and methods of demand forecasting; production function	10/25%
Unit 3:	**Law of returns:** Laws of returns to scale & Law of Diminishing returns scale. Short and Long run Cost curves: fixed cost, variable cost, average cost, marginal cost, Opportunity cost. **Market Study:** Market Structure Perfect Competition; Imperfect competition: Monopolistic competition, Monopoly, Oligopoly, Duopoly Sorbent features of price determination and various market conditions.	10/25%
Unit 4:	**Inflation:** Inflation: Meaning of Inflation; Type, causes& prevention methods **National Income:** Concept of N.I. and Measurement; **Business Cycles**: Phases of business cycle.	10/25%

Course Learning Outcomes

After the completion of the course the student will be able to:

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the fundamental concepts and theories of economics relevant to business organizations.	2
CO2	Understanding	Understand different market structures and price determination in different market conditions.	2
CO3	Understanding	Understand the concepts of national income, inflation, and business cycles.	2
CO4	Applying	Apply the concepts of demand analysis.	3
CO5	Evaluating	Evaluate fixed cost, variable cost, average cost, marginal cost, Opportunity cost.	5

SUGGESTED READINGS

Text Books:

1. Maheshwari, Y., Managerial Economics, Prentice Hall of India
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing.

Reference Books

1. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
2. Sussan George,1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
3. Koutsoyiannis, A., Modern Microeconomics, ELBS.
4. Kakkar, D.N., Managerial Economics for Engineering, New Age International Publication
5. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra.
6. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi.
7. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi.
8. Dean J., Managerial Economics, Prentice Hall New Delhi.

Generic elective/Open Elective Courses/Multidisciplinary- 2
MBA (Dual Specialization) Semester I
PGOE 102 Cross Cultural Management

Course objective:- To develop an understanding of cultural differences in global business environments and to enhance the students' ability to manage cross-cultural teams and communication effectively.

L	T	P	CR
3	0	0	3

Syllabus and detailed contents:

Unit	Content	Hrs/ Weightage
Unit1:	**Understanding Culture:** Meaning and Definition of Culture; Elements of Culture; National and Organizational Culture; the Role of Culture in Business; Cultural Intelligence (CQ)	**10/25%**
Unit2:	**Cultural Frameworks and Models:** Hofstede's Cultural Dimensions; Trompenaars' Model of National Culture Differences; Edward Hall's High-context and Low-context Cultures; GLOBE Study; Application of Models in Management	**10/25%**
Unit3:	**Communication and Negotiation across Cultures:** Verbal and Non-verbal Communication Styles; Barriers to Cross-cultural Communication; Strategies for Effective Intercultural Communication; Negotiation Styles and Cultural Impacts; Managing Misunderstandings and Conflicts	**10/25%**
Unit4:	**Managing Global and Diverse Teams:** Leadership in Cross-cultural Contexts; Motivation across Cultures; Building and Leading Multicultural Teams; Diversity and Inclusion in International Business; Ethics and Social Responsibility in Multicultural Settings	**10/25%**

Course Learning Outcomes

After the completion of the course the student will be able to:

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Explain the concept of culture and its impact on international business.	1 & 2
CO2	Analyzing	Analyze cultural dimensions using frameworks such as Hofstede and Trompenaars.	4
CO3	Evaluating	Evaluate cross-cultural communication strategies in a global workplace.	5
CO4	Creating	Develop management approaches for culturally diverse teams.	6
CO5	Creating	Formulate ethical and inclusive practices in a multicultural business context.	6

Suggested Readings:

Textbooks:

1. Deresky, H. – *International Management: Managing Across Borders and Cultures*
2. Thomas, D.C. – *Cross Cultural Management: Essential Concepts*

Reference Books:

1. Trompenaars, F. & Hampden-Turner, C. – *Riding the Waves of Culture*
2. Hofstede, G. – *Culture's Consequences*
3. Adler, N.J. – *International Dimensions of Organizational Behavior*
4. Bhattacharyya, D.K. – *Cross-Cultural Management*

Generic elective/Open Elective Courses/Multidisciplinary- 3
MBA (Dual Specialization) Semester II
PGOE201: Essentials of Total Quality Management

Course objective:-The objective of the course is to acquaint the students about the knowledge of basic and modern concepts of quality and TQM.

Syllabus and detailed contents:

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit1:	Quality Concepts: Introduction; Meaning; Quality characteristics of goods and services; Evolution of Quality control, TQM; Modern concept, Basic concepts of quality; Dimensions of quality; Juran's quality trilogy; Deming's 14 principles; PDCA cycle; Total quality management (TQM) models.	**10/25%**
Unit2:	Quality Management: Organizational structure and design; Quality function; Decentralization; Designing and fitting organization for different types products and company; Human Factor in Quality: Attitude of top management; Co-operation of groups; Operators attitude, responsibility; Causes of operators error and corrective methods; Quality circles	**10/25%**
Unit3:	Quality improvement and cost reduction: 7 QC tools and new QC tools; Economics of quality value and contribution; Quality cost. ISO-9000, Six sigma and TPM: ISO 9000 series; Concept of Six Sigma and its application; Total Productive Maintenance (TPM)	**10/25%**
Unit4:	Control Charts: Theory of control charts; Control charts construction: Construction of Mean & Range charts, fraction defective chart and number of defective charts; Attributes control charts: Defects, construction and analysis of c-chart.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understanding evolution of quality concept and basic as well as modern concepts of Quality and TQM.	2
CO2	**Understanding**	Understand the contribution of Quality gurus: W. Edward Deming and Joseph M. Juran.	2
CO3	**Understanding**	Understand the role of organizational structure, Top management's and operator's attitude in quality management	2
CO4	**Applying,**	Apply 7 QC and new seven Quality control tools in solving quality related problems.	3
CO5	**Evaluating**	Evaluate the process control by constructing control charts.	5

SUGGESTED READINGS

Text Books:

1. Lal H., Total Quality Management, Wiley Eastern Limited

Reference Books:

1. Sharma D. D Total Quality Management, S. Chand.
2. Greg Bounds, Beyond Total Quality Management, McGraw Hill.
3. Menon, H.G., TQM in New Product Manufacturing, McGraw Hill.

Generic elective/Open Elective Courses/Multidisciplinary- 4
MBA (Dual Specialization) Semester II
PGOE202: Decision Science and Operations Analytics

Course objective: - The objective of the course is to introduce the basic concepts of Operations Research and its decision models to the students.

L	T	P	CR
3	0	0	3

Syllabus & Detailed Contents

Unit	Content	Hours / Weightage
Unit1:	Operations Research: History, Characteristics, Models and modelling, General Methodology to solve OR problem, Applications. Linear Programming: Applications and Model Formation; Graphical method; Simplex method; Duality in Linear Programming.	**10/25%**
Unit2:	Transportation Problem: Mathematical model of Transportation problem; Transportation Algorithm; Methods for finding initial solution: North-West corner method, Least cost method, Vogel's approximation method; Test for optimality; Steps of MODI method; Variations in transportation problems: Unbalanced supply and demand, Degeneracy and its resolution; Alternative optimal solution; Maximization of transportation problem. Assignment problems: Mathematical model of assignment problems; Hungarian method; Variations of the assignment problems: Multiple optimal solutions, maximization case; Unbalanced assignment problems	**10/25%**
Unit3:	Sequencing Problem: Processing of n jobs through two-machines, three machines, m-machines; Processing two jobs through m machines. Project Management: PERT & CPM; Network construction; Critical path analysis; Program evaluation and review technique (PERT); Project Time Cost Trade-Off; Project-crashing	**10/25%**
Unit4:	Inventory Models: Inventory cost components; EOQ; Deterministic inventory cost models: Inventory model with constant demand & Instantaneous supply, EOQ model with different rates of demand, EOQ model with gradual replenishment, Multi-item inventory control models with constraint, EOQ models with warehouse space constraint; Investment constraint; Average inventory level constraint; Number of orders constraints; Selective inventory control techniques: ABC analysis, VED analysis, FSN analysis	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.	2
CO2	**Applying**	Apply mathematical models for formulation of managerial problems in industry.	3
CO3	**Applying**	Apply Operations Research approaches in solving real problems in industry.	3
CO4	**Analyzing**	Analyze the results and propose recommendations to the decision-making processes to Management.	4
CO5	**Evaluating**	Evaluate solution to real problems with the help in Operations Research models.	5

SUGGESTED READINGS

Text Books

1. Sharma J.K., Operations Research, S K Kataria & sons
2. Sharma S.D., Operations Research, Kedar Nath Ram Nath & Co.

Reference Books

1. Kapoor, N. D., (2006), Sultan Chand & Sons, New Delhi.
2. Taha, Operations Research, PHI

Ability-Enhancement Compulsory Course

(AECC)

Ability Enhancement Compulsory Course-1
MBA (Dual Specialization) Semester I
MHSC101: English Communication

Course Objective:-The objective of this course is to make students able to communicate effectively, orally and in written forms, and developing effective listening, reading and writing skills.

L	T	P	CR
2	0	0	2

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit1:	**Introduction to Communication:** Need for Effective Communication. **The Process of Communication**: Levels of communication; Flow of communication; Use of language in communication; Communication networks; Significance of technical communication. **Barriers to Communication**: Types of barriers; Miscommunication; Noise; Overcoming measures.	**10/25%**
Unit2:	**Listening Skills**: Listening as an active skill; Developing effective listening skills; Barriers to effective listening skills. **Reading Skills**: Previewing techniques; Skimming; Scanning; Understanding the gist of an argument; recognizing coherence and sequencing of sentences; Improving comprehension skills. **Writing Skills**: Sentence formation, Use of appropriate diction, Paragraph and Essay Writing, Coherence and Cohesion.	**10/25%**
Unit3:	**Letter Writing:** Formal, informal and semi-official letters; business letters. **Job Application**: Cover letter, Differences between bio-data, CV and Resume. **Report Writing:** Basics of Report Writing; Structure of are port; Types of reports.	**10/25%**
Unit4:	**Non-verbal Communication and Body Language:** Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language. **Interview Skills**: Types of Interviews; ensuring success in job interviews; appropriate use of non-verbal communication. **Group Discussion**: Differences between group discussion and debate; ensuring success in group discussions. **Presentation Skills**: Oral presentation and public speaking skills; business presentations. **Technology-based Communication:** Netiquettes: effective e-mail messages; power-point presentation; enhancing editing skills using computer software.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the process of communication.	2
CO2	Understanding	Understand various barriers to Communication.	2
CO3	Applying	Apply listening, writing and reading skills.	3
CO4	Creating	Create effective business correspondence with brevity and clarity.	6
CO5	Creating	Create verbal and non-verbal communication ability through presentations.	6

SUGGESTED READINGS

Text Books

1. Lesikar,Petit&Flately,Lesikar'sBasicBusinessCommunication,TataMcGraw-Hill
2. T N Chhabra (2007). Business Communication, Daya Publication

Reference Books

1. Poe & Fruchling, Basic Communication, AITBS

Ability Enhancement Compulsory Course-2
MBA (Dual Specialization) Semester II
MHSC201: Environmental Studies

Course objective:-The objective of this course is to make students understand core phenomena and concepts of environmental studies and their application in solving different environmental problems.

L	T	P	CR
2	0	0	2

Syllabus & Detailed Contents

Unit	Content	Hours/ Weightage
Unit1:	Definition and Scope of environmental studies, multidisciplinary nature of environmental studies, Concept of sustainability & sustainable development.; Natural Resources: Renewable and Non-renewable resources; Natural resources and Associated problems; Forest Resources; Mineral Resources; Water Resources; Food Resources; Energy Resources: - Growing Energy Needs, Use of Alternate Energy Sources.	**10/25%**
Unit2:	Ecosystem and Biodiversity: Concepts, Structure and Function of an Ecosystem; Energy Flow in the Ecosystem: Ecological Succession, Food Chains, Food Webs; Ecological Pyramids – Introduction, Types. Types of Ecosystems: Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem, Aquatic Ecosystems; Biodiversity: Introduction, Definition, Genetic, Species and Ecosystem Diversity, Bio-geographical Classification of India, Hot-Spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity: In-Situ and Ex-Situ conservation of Biodiversity	**10/25%**
Unit3:	Environmental Pollution: Definition, Causes, Effects, Control Measures for: - (a) Air Pollution (b) Water Pollution (c) Soil Pollution (d) Marine Pollution (e) Noise Pollution (f) Thermal Pollution (g) Nuclear Hazards; Solid Waste Management: Causes, Effects, Control Measures of Urban and Industrial Wastes; Role of an Individual in Prevention of Pollution; Disaster Management: Floods, Earthquake, Cyclone and Landslides	**10/25%**
Unit4:	Climate change & Global Warming (Greenhouse Effect),Ozone Layer -Its Depletion and Control Measures, Photo chemical Smog, Acid Rain. Human Population and The Environment: Population Growth, Population Explosion; Family Welfare Programme; Environment and Human Health; Human Rights; Role of Information Technology in Environment & Human Health. Environmental Movements; Chipko, Silent Valley, Vishnoi's of Rajasthan.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand environmental problems arising due to constructional and developmental activities.	2
CO2	**Understanding**	Understand the natural resources and suitable methods for conservation of resources.	2

CO3	**Understanding**	Understand the importance of ecosystem and biodiversity and its conservation for maintaining ecological balance.	2
CO4	**Understanding**	Understand concepts of Greenhouse effect, ozone layer depletion, and environmental pollution.	2
CO5	**Understanding**	Understand impact of human population explosion, environment protection movements, different types of disasters and their management.	2

SUGGESTED READINGS

Text Books

1. Textbook of Environment Studies, Tewari, Khulbe & Tewari, I.K. Publication
2. Biodiversity and Conservation, Bryant, P. J., Hypertext Book

Reference Books

1. Environment and Ecology – A Complete Guide – by R. Rajagopalan (Lexis Nexis)

Value Added Compulsory Course (VAC)

Value Added Compulsory Course (VAC)-1
MBA (Dual Specialization) Semester I
MVAC 001N : Foundation of Indian Knowledge System

Course objective: - To understand importance of Indian Knowledge System which encompasses all of the systematized disciplines of Knowledge developed in India from ancient times and traditions and practices that the various communities of India have evolved, refined and preserved over generations.

L	T	P	CR
2	0	0	2

Syllabus and detailed contents

Unit	Content	Hrs/ Weightage
Unit 1:	Introduction to IKS, Introduction to Vedas and key Messages in Vedas, Introduction to Vedāṅgas, Prologue on Śikṣā and Vyākaraṇa , Basics of Nirukta and Chandas, Introduction to Kalpa and Jyotiṣa, Purāṇas, Introduction to Itihāsas & Key messages in Itihāsas	10/25%
Unit 2:	Nine philosophical systems of Indian origin: the Charvaka, Jaina, Bauddha, Nyaya, Vaisesika, Sankhya, Yoga, Mimamsa and Vedanta. Common features of Indian philosophical systems	10/25%
Unit 3:	Historical evidence of Number system in India, Introduction to Indian Mathematics, Indian Mathematicians Pand their Contributions. Introduction to Indian astronomy, Indian contributions in astronomy, The celestial coordinate system, Elements of the Indian calendar	10/25%
Unit 4:	Āyurveda approach to health, Dinacaryā: daily regimen for health & wellness. Importance of sleep, Food intake methods and drugs, Approach to lead a healthy life. Introduction to Linguistics, Aṣṭādhyāyī, Phonetics, Word generation, Computational aspects, Mnemonics, Recursive operations Rule based operations. Role of Sanskrit in natural language processing	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand foundations of Indian Knowledge System	2
CO2	Understanding	Understand Indian system of philosophy	2
CO3	Understanding	Understand contribution of Indian Mathematics and astronomy	2
CO4	Understanding	Understand approach of Ayurveda for health	2
CO5	Understanding	Understand importance of Sanskrit in natural language processing	2

SUGGESTED READINGS

Text Books:

1. Introduction to Indian Knowledge System : Concepts And Applications. Mahadevan, B.,

Bhat, Vinayak Rajat, Nagendra Pavana R.N., PHI Learning

2. Indian Knowledge System. Dr. Makarand Pralhad Pimputkar, Dr. Nilesh Shridhar Chavan, Mr. Sagar Shivaji Kumbhar, Mrs. Vaishalee Suryahas Chaudhari. Himalya Publishing House
3. Indian Knowledge systems. Kapil Kapoor & Avdhesh Kumar Singh, D.K. Printworld

Reference Books:

1. An Introduction to Indian Philosophy. Satish chandra Chatterjee, Dhirendra mohan Datta. Rupa Publications India Pvt Ltd.

Value Added Compulsory Course (VAC)-2
MBA (Dual Specialization) Semester II
MVAC 002 : Human Values and Professional Ethics

Course objective: -To understand the importance of value education and concept of human values and professional ethics.

Syllabus and detailed contents

L	T	P	CR
2	0	0	2

Unit	Content	Hrs/ Weightage
Unit 1:	**Course Introduction -Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education. Self-Exploration–what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration. Continuous Happiness and Prosperity-A look at basic Human Aspirations. Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority. Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario.	10/25%
Unit 2:	**Understanding Harmony in the Human Being -Harmony in Myself.** Understanding human being as a co-existence of the sentient 'I' and the material 'Body'. Understanding the needs of Self ('I') and 'Body' -Sukh and Suvidha. Understanding the Body as an instrument of 'I'. Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail. Programs to ensure Sanyam and Swasthya-Practice Exercises and Case Studies will be taken up in Practice Sessions	10/25%
Unit 3:	**Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship** Understanding Harmony in the family –the basic unit of human interaction. Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman)as the foundational values of relationship Understanding the meaning of Vishwas; Difference between intention and competence. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship. Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals. Visualizing a universal harmonious order in society-Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha)	10/25%
Unit 4:	**Implications of the above Holistic Understanding of Harmony on Professional Ethics. Natural acceptance of human values** Definitiveness of Ethical Human Conduct. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in professional ethics: a) Ability to utilize the professional competence for augmenting universal human order. b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems.	10/25%

Course Learning Outcomes

After the completion of the course the student will be able to:

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the importance of values and ethics in professional and personal life.	2
CO2	**Understanding**	Understand the relationship between right understanding, relationships and physical facilities.	2
CO3	**Understanding**	Understand the need of harmony in self, family and society.	2
CO4	**Understanding**	Understand the concept of Self-Exploration.	2
CO5	**Applying**	Apply ethical decisions in situations with ethical dilemma.	3

SUGGESTED READINGS

Text Books:

1. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.
2. R R Gaur, R Sangal, G P Bagaria, A Foundation Course in Value Education.

Reference Books

1. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
2. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
3. A.N. Tripathy, Human Values, New Age International Publishers.
4. E G Seebauer & Robert L. Berry, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.

Skill Enhancement Courses
(SEC- Group)

Skill Enhancement Course 1
MBA (Dual Specialization) Semester I
MBSE101: Computer Fundamentals & Information Systems

Course objective:-The objective of the course is to introduce the basic concepts of Computer fundamentals and Information systems to the students.

L	T	P	CR
1	0	2	2

Syllabus & Detailed Contents

Unit	Content	Hours / Weightage
Unit1:	**Introduction and Definition of Computer:** Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Unit), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Unit (VDU), Printers, Plotters etc. **Introduction of Internet:** History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails.	**10/25%**
Unit2:	**MS Word**: Starting MS WORD, Creating and formatting a document, changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. **MS Excel:** Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping, Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets.	**10/25%**
Unit3:	**Introduction to MIS:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS, Value Chain Analysis	**10/25%**
Unit4:	**Planning for Information System**: Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. Decision Support Systems: MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. **Emerging Concepts and Issues in Information Systems:** ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining and its Applications. Different tools of Data Mining	**10/25%**

List of Practical

1. Create an Email account.
2. Create a Worksheet on Excel
3. Text wrapping
4. Sorting data
5. Auto Sum
6. Generating graphs
7. Create Hyperlink to a WORD document
8. Page set up and Print Preview.

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand and describe the various Input and output devices and components of a computer system.	2
CO2	**Understanding**	Understand the functions and applications of MS Word, MS Excel, MS Power point.	2
CO3	**Understanding**	Understand concepts of MIS in business organizations.	2
CO4	**Applying**	Apply MS Office tools at workplace for effective functioning.	3
CO5	**Analyzing**	Analyze MIS requirements in business organization.	4

SUGGESTED READINGS

Text Books

1. Tannenbaum, Computer Networks, PHI, Delhi
2. Mc Keown, Information Technology and the Networked Economy, Thomson Learning.

Reference Books

1. Forouzan, Data Communication & Networking, TMH, Delhi.
2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
3. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
4. Molly, Using HTML 4, PHI, Delhi.
5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.
6. James, A. O'Brien Introduction to Information Systems, McGraw Hill.

Skill Enhancement Course 2
MBA (Dual Specialization) Semester II
MBSE201N: Critical Thinking and Decision Making

Course objective: -To provide students with critical thinking and structured decision-making skills for analyzing complex business problems and making ethical, data-driven choices in dynamic environments.

L	T	P	CR
2	0	0	2

Syllabus and detailed contents:

Unit	Content	Hrs/ Weightage
Unit1:	Introduction to Thinking: Concept of critical thinking; Critical vs. Creative Thinking; Characteristics of a critical thinker; Importance of critical thinking in leadership and business; Cognitive Biases and Heuristics; barriers to critical thinking ; Overcoming barriers to critical thinking (cognitive, emotional, social)	**10/25%**
Unit2:	Argument mapping and evaluation; Recognizing assumptions and identifying logical fallacies; Structured thinking tools: 5 Whys, Fishbone Diagram, Mind Mapping. Edward de Bono's Six Thinking Hats; SCAMPER and TRIZ techniques.	**10/25%**
Unit3:	Decision-making process and types; Rational decision-making model; Intuitive vs. data-driven decisions; Group decision-making and consensus-building; Role of technology and AI in modern decision-making; Decision Making in VUCA and Digital Environments	**10/25%**
Unit4:	Heuristics and Cognitive Biases: Anchoring, availability, confirmation, framing, and their impact on judgment. Ethical Decision-Making: Understanding ethical frameworks – Utilitarianism, Deontology, and Virtue Ethics; differentiating personal vs. professional ethics; navigating business dilemmas through ethical reasoning.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Remembering**	Identify the fundamental principles and barriers of critical thinking in managerial contexts.	1
CO2	**Understanding**	Explain various tools and frameworks used for structured thinking and logical reasoning.	2
CO3	**Applying**	Apply critical thinking techniques to analyze business problems and evaluate alternatives.	3
CO4	**Evaluating**	Evaluate decisions using data-driven models while recognizing cognitive biases and group dynamics.	5
CO5	**Creating**	Design ethical and effective solutions to real-world business dilemmas using decision-making frameworks.	6

SUGGESTED READINGS

Text Books:

1. Critical Thinking: Tools for Taking Charge of Your Learning and Your Life M. K. Sehgal, Vandana Khetarpal by Excel Books

2. Decision Making: Concepts and Applications, C.S.G. Krishnamacharyulu& Lalitha Ramakrishnan, Published by Himalaya Publishing House.
3. Introduction to Logic, Wadsworth, Hurley, Patrick J.(2007), Cengage learning

Reference Books:

1. How to Think: A Restatement of the Relation of Reflective Thinking to the Educative Process. revised edition, Dewey, John. (1933). Boston: Health
2. Critical Thinking, Kam Chun Aik, and Stephen Edmonds, Longman
3. Learning to Think things through: A Guide to Critical Thinking, Noisich, Gerald M. (2002) Prentice Hall.

Discipline Specific Elective Courses

Semester - III
Discipline Specific Elective Courses (DSEC)
Marketing Management
(Choose any 2 out of Four)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester III
MMDS 301: Consumer Behaviour

Course objective: The objective of this courses it to provide students understanding of concepts, theories of consumer behavior, consumer behaviour models and their significance in business, and consumer decision-making processes.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Consumer Behaviour:** Nature and Importance of CB; Application of CB in Marketing; Consumer involvement; Consumer decision making processes; Purchase behavior and marketing implications. Consumer Research Process: Various methods and techniques of consumer research; New developments in the field of consumer research.	10/25%
Unit 2:	**Individual Determinants of Consumer Behavior:** Perception: Elements of Perception; Dynamics of Perception, Consumer Imagery Personality & Self Concept: Personality theories; Personality and understanding Consumer Diversity; Brand Personality; Self and Self-Image and its types. Motivation: Needs/Motives & Goals, dynamics; Motivation process; Types of Buying Motives, Buying Roles. Learning: Principals and theories of Learning. Attitudes: Structural model of attitude; attitude formation & change; Strategies for Changing Attitudes, Intensions& Behaviors.	10/25%
Unit 3:	**Group Determinants of Consumer Behavior:** Reference group influence: types of consumer relevant groups; factors affecting group influence; application of reference group concept. Family influence: Functions of family, family decision making; family life cycle (FLC). Opinion Leadership and personal influence: Role & types of opinion leader. **Diffusion of Innovation:** Adoption process, Diffusion process.	10/25%
Unit 4:	**Consumer Decision Making Process:** Problem recognition, Information search and evaluation, Outlet selection and purchase; Post-purchase behavior, Customer Satisfaction and Customer Commitment. **Models of CB:** Traditional Models of Consumer Behaviour: Economic, Social & Psychological; Contemporary Models of Consumer Behaviour: Nicosia, Howard & Sheth, Engel- Kollat Blackwell, and Input-Process-Output Model.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concepts and theories of consumer behavior, consumer behaviour models.	2
CO2	Understanding	Understand the individual and group influences on consumer behavior and consumer decision making process.	2

CO3	**Applying**	Apply knowledge of consumer behavior to business.	3
CO4	**Analyzing**	Analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.	4
CO5	**Evaluating**	Evaluate the marketing strategies based on fundamentals of consumer buying behaviour.	5

SUGGESTED READINGS

Textbooks:

1. Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Consumer Behaviour, Pearson.
2. David L. Loudon & Albert J. Della Bitta, Consumer Behaviour, McGraw Hill.

Reference Books

1. Suja R. Nair, Consumer Behavior - An Indian perspective, Himalaya Publishing House.
2. Batra, Kazmi, Consumer Behaviour, Excel Books.
3. Dr. S.L Gupta, Sumitra Pal, Consumer Behavior - An Indian perspective, Sultan Chand and Sons

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester III
MMDS302: Sales and Distribution Management

Course objective: The objective of this courses it to provide students understanding of the diverse variables affecting the sales & distribution function of an organization.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Sales and Distribution Management:** Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management. **Marketing Channels**: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, and Inter dependency of Sales & Distribution.	**10/25%**
Unit 2:	**Building Sales Organization**: Types of sales organizations and their structure, Functions and responsibilities of sales person, Sales force manpower planning, Recruitment, Selection, Training and Development.	**10/25%**
Unit 3:	**Leading Sales Organization:** Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.	**10/25%**
Unit 4:	**Sales Control:** Reporting Formats, Monthly Sales Plan, Territory Sales, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts of Sales Management, Sales Planning and Budgeting, sales force management, distribution channels and its management	2
CO2	**Understanding**	Understand how to lead a sales organization with effectiveness.	2
CO3	**Analyzing**	Analyze the marketing channels effectively.	4
CO4	**Evaluating**	Evaluate sales and distribution plans.	5
CO5	**Creating**	Create a linkage of sales and distribution with other marketing variables.	6

SUGGESTED READINGS

Textbooks:

1 Havaldar & Cavale, Sales and Distribution Management, McGraw Hill.

2. Still, Cundiff & Govani, Sales Management, Pearson Education, New Delhi.

Reference Books

1. Venugopal P., Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.

2. Dutta B., Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, India.

Discipline Specific Elective Course -3
MBA (Dual Specialization) Semester III
MMDS303: Brand Management

Course objective: The objective of this courses it to provide students the basic principles and concepts of branding.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction**: Basics Understanding of Brands, Branding Concepts, Functions of Brand, Significance of Brands, Different Types of Brands, Co-branding, Store brands	10/25%
Unit 2:	**Brand Strategies:** Strategic Brand Management process, Building a strong brand, Brand positioning, Establishing Brand values, Brand vision, Brand Elements, Branding for Global Markets, and Competing with foreign brands.	10/25%
Unit 3:	**Brand Communications**: Brand image Building, Brand Loyalty programmes, Brand Promotion Methods, Role of Brand ambassadors, celebrities, On line Brand Promotions. **Brand Extension:** Brand Adoption Practices, Different type of brand extension, Factors influencing Decision for extension, Re-branding and re-launching.	10/25%
Unit 4:	**Brand Performance**: Measuring Brand Performance, Brand Equity Management, Global Branding strategies, Brand Audit, Brand Equity Measurement, Brand Leverage -Role of Brand Managers, Branding challenges & opportunities.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the key concepts of brand.	2
CO2	**Understanding**	Understand various strategies of branding.	2
CO3	**Applying**	Apply specific skills in delivering persuasive brand presentations.	3
CO4	**Analyzing**	Analyze brand projects and developments.	4
CO5	**Evaluating**	Evaluate brand performance.	5

SUGGESTED READINGS

Textbooks:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson.
2. Harsh V. Verma, Brand Management, Excel Books.

Reference Books

1. Kapferer J.N., Strategic Brand Management, Kogan Press.
2. Moorthi YLR, Brand Management, Vikas Publishing House.
3. Kumar, S. Ramesh; Marketing and Branding – The Indian Scenario; Pearson Education; New Delhi.

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester III
MMDS304: Rural Marketing

Course objective: The objective of this courses it to provide students the understanding of the concepts, tools and techniques in the area of rural marketing.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Rural Marketing** - An Overview: Rural Marketing an Overview; Principles of marketing as relevant to rural marketing; Evolution of rural marketing; Rural marketing mix; Rural economy; Profiles of urban & rural customers and differences in their characteristics; Rural consumer behavior; Agricultural marketing: Marketing of agricultural produce, Agricultural inputs.	**10/25%**
Unit 2:	**Rural Environment & Rural Retailing**: Rural Environment; Rural market strategies with special reference to Segmentation, Targeting and Positioning; Innovation for rural market; Products and services in the Rural markets; Channels of distribution and trade management, Rural retailing.	**10/25%**
Unit 3:	**Rural Communication and Pricing**: Rural communication and communication strategies for rural market; Advertising and sales promotion strategies; New product launch techniques for rural markets; Pricing in rural markets.	**10/25%**
Unit 4:	**Emerging Trends in Rural Marketing:** Social Marketing: Corporate Social Responsibility in rural markets; The future of rural marketing in India; Rural marketing of financial Services; Rural marketing of consumer durables; Rural marketing of FMCG products; Role of Govt. in rural & agricultural marketing	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the rural environment, the opportunities and emerging challenges in the upcoming rural markets and the rural retail sector.	2
CO2	**Understanding**	Understand the concept and methodology for conducting the research in rural market.	2
CO3	**Applying**	Apply strategies to plan a rural marketing campaign for an organization.	3
CO4	**Analyzing**	Analyze advertising, sales promotion strategies and new product launch techniques for rural markets.	4
CO5	**Evaluating**	Evaluate pricing of products in rural markets.	5

SUGGESTED READINGS

Textbooks:

1. Gopal Swamy T.P., Rural Marketing, Vikas Publishing House.
2. Kashyap Pradeep & Siddhartha Raut, Rural Marketing, Wiley /Dream tech Press

Reference Books

1. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, McGraw-Hill Publishing Company, New Delhi.
2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers.
3. Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia.
4. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi

Semester - III

Discipline Specific Elective Courses (DSEC)

Finance

(Choose any 2 out of Four)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester III
FMDS301: Investment Analysis and Portfolio Management

Course objective: To equip students with the conceptual understanding and analytical tools required to evaluate various investment avenues, analyze risk-return tradeoffs, value securities, and construct and manage investment portfolios effectively.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Investments:** Investment versus Speculation, Investment Alternatives and Their Evaluation Stock exchange and New Issue Market- Their nature, structure, functioning and limitations, Trading of securities: types of orders, margin trading, clearing & settlement procedures, SEBI and their guidelines for equity market.	**10/25%**
Unit 2:	Valuation of Equity, Bond & Derivatives: Equity valuation models-discounted cash flow technique, dividend discount model, P/E ratio model. Bonds: nature, valuation, YTM, Bond theorem; Term structure of interest rates duration. Options and futures: meanings & trading; **Derivatives**: Introduction to Options and Futures; Basic Terminology and Trading Mechanisms	**10/25%**
Unit 3:	**Risk and Return:** Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk, trade off, systematic and unsystematic risk. Fundamental analysis-Company, Industry and Economy analysis. Technical analysis-Basic Tenets of Technical Analysis Charts and Trend Lines, support & resistance level, Indicators-volume of trade, market breadth, short sales, odd lot trading, moving averages & charts-bar chart, candle stick chart. Market efficiency: EMH.	**10/25%**
Unit 4:	**Portfolio Selection:** The Benefits of Diversification, Concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Markowitz Model and Efficient Frontier, Capital market theorem and Arbitrage pricing theory. **Portfolio Performance Evaluation & Revision:** Performance evaluation of existing portfolio; Sharpe and Treynor measures. Revision of portfolio.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding, Remembering**	Differentiate between investment and speculation and explain investment avenues and the working of equity markets and SEBI guidelines.	1 & 2
CO2	**Applying**	Apply valuation techniques to equity, bonds, and derivative instruments.	3
CO3	**Analyzing & Evaluating**	Analyze risk and return, conduct fundamental and technical analysis, and evaluate market efficiency.	4 & 5

CO4	**Applying & Creating**	Construct optimal portfolios using models such as Markowitz, CAPM, and APT.	3 & 6
CO5	**Evaluating**	Evaluate and revise portfolios using Sharpe and Treynor performance measures.	5

SUGGESTED READINGS

Textbooks:

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall.
2. Ranganatham S., Investment Analysis and Portfolio Management, Pearson Education.
3. Chandra P, Investment Analysis and Portfolio Management, McGraw-Hill.

Reference Books

1. Pandian P, Security Analysis and Portfolio Management, Vikas Publication.
2. Stephen H. Penman: Financial Statement Analysis and Security Valuation, McGraw Hill.
3. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall.
4. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education.
5. Charles P. Jones, Investments Analysis and Management, John Wiley & Sons.
6. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester III
FMDS302: Financial Market and Services

Course objective: The objective of this course it to provide the students understanding of concepts of Indian Financial system, financial market, various financial products and services.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Overview of Financial systems In India –Structure, Regulation Role and Functions of Financial Systems –Financial Instruments –Financial Markets –Capital Markets &Money Markets – Interlink Between Money Market & Capital Market –Characteristics of Financial Markets –Functions of Stock Exchange –Introduction to Foreign exchange.	**10/25%**
Unit 2:	**Financial Services:** Meaning, Objectives, and Significance; Types of Financial Services: Capital Market and Money Market Services; Key Intermediaries: Banking Financial Institutions, Non-Banking Financial Companies (NBFCs), Insurance Companies; Challenges in Financial Services Sector; Recent Reforms in Financial Services Sector	**10/25%**
Unit 3:	**Venture capital:** growth of venture capital in India-financing pattern – legal aspects and guidelines for venture capital –leasing-types of leases –leasing vs. borrowing -credit rating: CRISIL, ICRA& care –factoring, forfeiting bill discounting –types of factoring arrangements –factoring in Indian context	**10/25%**
Unit 4:	**Mutual Funds:** concepts and objectives –functions and portfolio classification-guidelines for mutual funds –working of public and private mutual funds in India –debt securitization –de-mat services – need and operations –role of NSDL & CSDL. **Legal and Institutional Arrangements:** Regulatory & legal framework of government in banking--role of RBI– functions of stock exchange - listing & formalities in stock exchange –laws governing SEBI --role of SEBI –laws governing non-banking financial corporation's –laws pertaining anti-money laundering.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts of Indian Financial system, its structure and various financial products.	2
CO2	**Understanding**	Understand the concept of financial services, banking and non-banking financial corporations.	2
CO3	**Analyzing & Evaluating**	Analyze the risk associated with various sources of finance/financial products.	4 & 5
CO4	**Applying & Creating**	Apply the tools for selecting the optimum for raising fund.	3 & 6

SUGGESTED READINGS

Textbooks:

1 Meir Khan –Financial Institutions and Markets, Oxford Press.
2. I.M. Bhole , Financial Institutions and Market, McGraw Hill.
3. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai

Reference Books

1. Vasant Desai, Indian Financial Systems, Himalaya Publishers
2. E. G. Benton, Financial Intermediaries: An Introduction
3. R. D. Edminister, Financial Institution –Market and Management
4. N. Vinayakan, A Profile of Indian Capital Market

Discipline Specific Elective Course - 3
MBA (Dual Specialization) Semester III
FMDS303: Income Tax Law and Practice

Course objective: The objective of this course it to provide the students understanding of concepts of Taxation and its calculation.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Basic Concepts:** Assessment year, Previous year, Person, Assesses, Income, Gross total Income, Computation of Total Income, Capital and Revenue Expenditure, Capital and Revenue Receipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and Special Economic Zones. Residential Status of an Individual, Company, Firm, Conditions to calculate Residential Status, Incidence of tax. Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status.	10/25%
Unit 2:	**Heads of Income - 1:** Understanding Income Heads, Calculation of taxable salary, Profit, and Gains of Business or Profession. **Heads of Income - II**: Income from House Property, Income from Capital Gains, &Income from other sources	10/25%
Unit 3:	**Set off and Carry forward of losses & Computation of Total Income:** Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income and Deductions from Gross Total Income. Computation of Total Income, Net Income, Gross Tax payable.	10/25%
Unit 4:	**Assessment and Filing of Returns:** Advance tax, Tax Deducted at Source, Tax Collected at Source, Payment of Self-Assessment tax, Filing of e- Returns.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the Indian tax environment, basic terminologies, tax implication and rate of tax applied and tax rules.	2
CO2	Understanding	Understand the various income head, deduction, and procedure for computing taxable income.	2
CO3	Applying	Apply the rules for computing the income under various heads and Gross total income.	3
CO4	Analyzing	Analyze tax and rules for computing the taxable income of individuals as per Income tax Act (current rules).	4
CO5	Evaluating	Evaluate regulatory and legal framework of banking in India for financial requirement of the concern.	5

SUGGESTED READINGS

Textbooks:

1. Mehrotra H.C., Income tax Law and Accounting, Sahitya Bhawan Publications.
2. Singhania V.K. Income Tax Law and Practice, Taxmann.

Reference Books

1. Dr Girish Ahuja, Dr Ravi Gupta, Students Guide to Income Tax Laws, Bharat Law House.
2. Agarwal Rajeev, Income tax Law and Accounting, NavneetPrakashan.
3. V.P. Gaur, D.B. Narang, Puja Ghai& Rajiv Puri, Income Tax Law and Practices, Kalyani Publication.
4. T.N. Manoharan& G.R. Hari, Students Guide to Income Tax Laws, Bharat Law House.

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester III
FMDS 304: Financial Derivatives

Course objective: The objective of this course it to provide the students understanding of concepts of financial derivatives

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets	10/25%
Unit 2:	**Forward and Futures:** Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies. Numerical on valuation, marking to market, hedging, arbitrage.	10/25%
Unit 3:	**Options:** Options markets, Options pricing principles, Binomial Models, Black Scholes Model, Introduction to Option Greeks, Option Trading Strategies. Numerical on payoffs and P & L, trading strategies, binomial, Black Scholes, hedging, arbitrage.	10/25%
Unit 4:	**Currency Derivatives:** Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies. Numerical on valuation, marking to market, hedging, arbitrage. **Interest Rate Derivatives:** Forward Rate Agreements, Interest Rate Futures-Eurodollar futures, Interest rate Swaps, Theory on Calls, floors, collars, Swaption, Numerical on pricing, hedging and arbitrage	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concepts of financial Derivatives, speculations and tools to analyze the associated risk.	2
CO2	Understanding	Understand the currency derivatives and interest rate in details and various techniques to evaluate them.	2
CO3	Analyzing	Analyze the concept of hedging and arbitrage using techniques/tools and estimating the expected returns from forward and futures contracts.	4
CO4	Applying	Apply various models to calculate the expected returns from optioris.	3
CO5	Evaluating	Evaluate the returns and associated risk with various financial and interest derivatives.	5

SUGGESTED READINGS

Textbooks:

1. Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.

Reference Books

1. Chance Don M, An Introduction to Derivatives and Risk Management, Cengage, South Western, 10th Edition, 2015
2. Philippe Jorion, Financial Risk Manager Handbook, GARP, Wiley, 6th Edition, 2010
3. S.L.Gupta , Financial Derivatives: Theory, Concepts and Problems, PHI Learning Pvt. Ltd. (New Delhi), 2nd Edition, 2017
4. S.S. Kumar, Financial Derivatives; Prentice Hall India / Pearson Education; 2012
5. John C. Hull, Options, Futures & Other Derivatives, Pearson Education, 10th Global Edition, 2021
6. Jayanth Rama Varma, Derivatives & Risk Management, McGraw Hill Education, 1st Edition, 2008.

Semester - III

Discipline Specific Elective Courses (DSEC)

Human Resource Management

(Choose any 2 out of Four)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester III
HRDS301N: Human Resource Planning And Management

Course objective: The objective of this courses it to provide the students understanding of the basic concepts, tools and techniques of human resource planning.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Manpower planning:** Introduction, Rationale, Manpower Planning phases, Manpower Planning Activities. Manpower planning at different levels – National, Corporate, Unit. Manpower Planning and strategic planning.	**10/25%**
Unit 2:	**Forecasting Manpower Needs:** The Forecasting Process, Inventorying available talent, Projecting Future Talent supply, Forecasting staffing Requirements. Forecasting Models and Application-Change Models, Optimization Models Integrated Simulation Models. Application of forecasting models.	**10/25%**
Unit 3:	**Profiling Techniques:** Preparation of Job descriptions & Job Specifications for recruitment drive and selection. Activity – Comparative study of recruitment advertisements: Newspaper &job portals& analysis of the same in the light of Job Description / Specification. Documentation for Recruitment and Selection. Interviewing: Study of Interview modes, List of questions for interviewers, Personal & Telephonic.	**10/25%**
Unit 4:	**Career Planning and Talent Management:** Concepts of Career Planning and Career Pathing; Employee Separation and Retention Strategies; Training Needs Identification and Career Development Initiatives; Redeployment and Relocation: Policies and Practices; Succession Planning as Part of Manpower Planning	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the tools and techniques of qualitative measurement of human resources requirement.	2
CO2	**Understanding & Analyzing**	Understand concepts of work study and work measurement and analyze jobs using these concepts for quantitative performance determination.	2 & 4
CO3	**Applying & Creating**	Develop profiling techniques like job descriptions and job specifications for recruitment and selection processes.	3 & 6
CO4	**Applying**	Apply forecasting models for human resource needs of an organization.	3
CO5	**Creating**	Develop different methods of manpower career planning like separation, retention, training, redeployment, and relocation.	6

SUGGESTED READINGS

Textbooks:

1. K. Aswathappa, Human Resource and Personnel Management, McGraw Hill.

Reference Books

1. Bennison M.& J Casson : The Manpower Planning Handbook, McGraw Hill.
2. Pettman B.O. & G Tavemeir: Manpower Planning Workbook, Gower
3. Walker J W: Human Resource Planning, McGraw Hill.
4. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
5. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
6. Dreher, George and Thomas Dougherty, Human Resource Strategy, McGraw Hill

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester III
HRDS302: Organizational Change and Organizational Development

Course objective: The objective of this courses it to provide the students' knowledge of the concept, techniques and tools of organizational change and organizational development.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**Organizational Change:** Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organizational Change - Lewin's Three Step Model.	10/25%
Unit 2:	**Resistance to Change:** Individual Factors - Organizational Factors – Techniques to Overcome Change. **Change Programs:** Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.	10/25%
Unit 3:	**Organizational Development:** OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.	10/25%
Unit 4:	**OD Interventions**: OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organizations.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand concept, techniques and tools of organizational change and organizational development.	2
CO2	Understanding	Understand factors of resistance to change and approaches to managing them.	2
CO3	Analyzing & Evaluating	Analyze organization and evaluating emerging OD approaches and techniques for their application in organizations.	4& 5
CO4	Analyzing	Analyze effectiveness of change programs, redesigning them in the socio technical systems.	4
CO5	Evaluating	Evaluate OD interventions for managing change and organizational development.	5

SUGGESTED READINGS

Textbooks:

1. Kondalkar, Organization Effectiveness and Change Management, Phi Learning, New Delhi.

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2. Dipak Bhattacharyya, Organizational Change and Development, Oxford University Press, New Delhi.

Reference Books

1. French & Bell, Organizational Development, McGraw-Hill.
2. Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organization Development Interventions and Strategies, Response Books, New Delhi
4. French, Wendell L. and Lecil H. Bell, Organization Development, PHI, New Delhi.

Discipline Specific Elective Course - 4
MBA (Dual Specialization) Semester III
HRDS303: Strategic Human Resource Management

Course objective: The objective of this courses it to provide the students' knowledge of the concept, techniques and tools for strategically managing the human resource.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	Introduction to Strategic HRM: Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach. Investment perspective of human resources: Investment Consideration, investments in Training and Development, investment practices for improved Retention, investments job secure work courses, and Non-traditional investment Approaches.	10/25%
Unit 2:	Planning and Implementing Strategic HR policies: Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM, Linking HRM practices to organizational outcomes assessing and reducing costs, Aligning HRM with Business Strategy.	10/25%
Unit 3:	Aligning HR Systems with business strategy: Strategic Role of HRM, Alternative HR systems(Universalistic, contingency, configurationally, Congruence and Integrated HR systems, Designing congruent HR systems), Human Resource Strategy Formulation, HR Strategy in workforce utilization	10/25%
Unit 4:	International and Comparative Strategic Human Resource Management: Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global, and Transnational Strategies in HRM. Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM, High Performance Work Practices.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand concepts, technologies and tools to manage human resource strategically and the investment perspective of human resources.	2
CO2	Understanding	Understand global HR environment and developing Strategic HR policies for creating competitive advantage.	2
CO3	Understanding	Understand HR strategy formulation.	2
CO4	Evaluating	Evaluate HR functions in international context to formulate HR strategies to attract and retain Human resource.	5
CO5	Creating	Create HR Systems to integrate HR function with business strategies.	6

SUGGESTED READINGS

Textbooks:

1. Charles R. Greer, Strategic Human Resource Management, Pearson Education.
2. Gary Dessler, Human Resource Management, PHI, New Delhi.

Reference Books

1. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI.
2. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western.
3. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
4. Agarwal Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester III
HRDS304 N: Gamification and Employee Motivation

Course objective: To help students understand the concept and application of gamification in the workplace and explore how it can enhance employee motivation, engagement, and performance.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	Fundamentals of Gamification and Motivation: Concept and Elements of Gamification; Principles of Game Design; Motivation Theories (Maslow, Herzberg, Self-Determination Theory); Intrinsic vs. Extrinsic Motivation	**10/25%**
Unit 2:	Gamification Tools and Techniques in HR: Leaderboards, Badges, Points, Levels, Challenges; Game Mechanics in Recruitment, Training, Performance Management; Introduction to Game-based Learning; Platforms and Software used in HR Gamification	**10/25%**
Unit 3:	Impact on Employees and Organizational Culture: Gamification and Employee Engagement; Behavioral Change and Motivation Enhancement; Pros and Cons of Gamification at Workplace	**10/25%**
Unit 4:	Designing and Evaluating Gamification Programs: Designing Gamified HR Interventions; Measuring ROI and Effectiveness of Gamified Programs; Challenges in Implementation; Ethics, Diversity, and Inclusion Considerations in Gamification	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Remembering, Understanding**	Define and explain the concept, principles, and psychology behind gamification and motivation.	1&2
CO2	**Applying**	Apply gamification tools and techniques to real-world HR situations.	3
CO3	**Analyzing**	Analyze the relationship between gamification and employee engagement, satisfaction, and performance.	4
CO4	**Evaluating**	Evaluate the effectiveness of gamified systems in driving behavioral change at the workplace.	5
CO5	**Creating**	Design simple gamified HR strategies or interventions to improve motivation in a chosen context.	6

SUGGESTED READINGS

Textbooks:

1. Dr. S. Kiranmai & Dr. Debarshi Nandy - Gamification and Employee Engagement, McGraw Hill Education India, 2024
2. Werbach, Kevin & Dan Hunter – *For the Win: How Game Thinking Can Revolutionize Your Business* – Wharton Digital Press, 2012.
3. Gabe Zichermann & Joselin Linder – *Gamification by Design: Implementing Game Mechanics in Web and Mobile Apps* – O'Reilly Media, 2011.

Reference Books

1. Jane McGonigal – *Reality Is Broken: Why Games Make Us Better and How They Can Change the World* – Penguin Press, 2011.
2. Karl M. Kapp – *The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education* – Wiley, 2012.
3. S. Kiranmai & Debarshi Nandy – *Gamification and Employee Engagement* – McGraw Hill (India), Latest Edition.

Semester - III Program

Discipline Specific Elective Courses (DSEC)

International Business

(Choose any 2 out of Four)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester IV
IBDS301: International Business Environment

Course objective: The objective of this course it to provide the students' knowledge of the concept of International Business, various constituents of environment and their impact on international businesses.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to International Business:** Importance, nature and scope of International business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business, Concept of Globalization.	**10/25%**
Unit 2:	**International Business Environment:** Framework for analyzing international business environment –Domestic, foreign and global environments and their impact on international business decisions. Economic, Political and Technological environments in International Business. Cultural, Social and Legal environments in International Business.	**10/25%**
Unit 3:	**International Economic Institutions and Agreements**: WTO, IMF, World Bank, UNCTAD, International commodity trading and agreement. **Balance of Payment Account:** Concept and significance of balance of payments account, Balance of payment deficits and correction policies.	**10/25%**
Unit 4:	**Global Trading and Investment Environment:** World trade in goods and services – Major trends and developments, World trade and protectionism – Tariff and non-tariff barriers, Foreign investments-Pattern.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concept of the various constituents of environment and their impact on international businesses.	2
CO2	**Analyzing**	Analyze the Framework for international business environment –Domestic, foreign and global environments and their impact on international business decisions.	4
CO3	**Analyzing**	Analyze the role of International Economic Institutions and Agreements like WTO, IMF, World Bank, UNCTAD, etc. in economic welfare.	4
CO4	**Applying**	Apply theories of International business and regional trading bloc theories and their impact on economic viability of an organization.	3
CO5	**Creating**	Analyze global trading and investment environment and applying and recommending strategies as per the foreign investment patterns for an organization.	6

SUGGESTED READINGS

Textbooks:

1. Hill, Charles W. L., International Business, McGraw Hill, New York.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.

Reference Books

1. Sharan, International Business: Concept, Environment and Strategy, Pearson Education, New Delhi.
4. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
5. Bo Sodersten, International Economics, Macmillan, London
6. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester III
IBDS302: International Marketing

Course objective: The objective of this courses it to provide the students knowledge of the marketing principles that are applicable in the context of international businesses.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**International Marketing:** Meaning, Nature and Importance of International Marketing; International Marketing Orientation& E.P.R.G Approach; International Marketing management Process; International Marketing Environment.	**10/25%**
Unit 2:	**International Market Entry Strategies and Market selection:** Entry Modes-Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances; International Market Segmentation, Positioning and targeting; Foreign Market selection and process.	**10/25%**
Unit 3:	**International Product and Pricing Strategies:** Marketing -Mix, product planning, product extension, product adaptation, packaging and labeling, Branding. International product life cycle. Pricing decisions-objectives, factors influencing pricing, methods of pricing and process of price determination.	**10/25%**
Unit 4:	**Managing International Distribution and Promotion:** International Distribution Channel- Types, Roles and Functions; Selecting channels for International Distribution; Logistics or Physical Distribution; International Promotion Mix – Advertising and other Modes of Promotion. Planning for Trade Fairs and Exhibitions.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the marketing principles that are applicable in the context of international businesses.	2
CO2	**Understanding**	Understand the steps and processes involved in planning market entry strategy of a firm into a foreign market.	2
CO3	**Applying**	Apply International Product and Pricing Strategies.	3
CO4	**Analyzing**	Analyze International distribution channels.	4
CO5	**Analyzing**	Analyze advertising and other modes of promotion.	4

SUGGESTED READINGS

Text books:

1.Cateora, Philip C., Gilly, Mary C. and Graham, John L. International Marketing, McGraw-Hill

Reference Books

1. Keegan Warren J. Global Marketing Management. Pearson Education, New Delhi.
2. Kotabe Masaaki &HelsenKristiaan, Global Marketing Management, John Wiley & Sons Asia.
3. Onkvisit, Sak& Shaw, John J., International Marketing: Analysis and Strategy, Prentice Hall.
4. R.L. Varshney& Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi

Discipline Specific Elective Course -3
MBA (Dual Specialization) Semester III
IBDS303: Export- Import Procedure & Documentation

Course objective: The objective of this courses it to provide the students' knowledge of concepts in trade documentation procedures in international business with respect to foreign trade (export and import).

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Export Management:** Definition of Export, Process of export management, Functions of an export manager, Benefits arising from Export, Export Prospect for Small Firms, and Importance of Exports to India, and Recent Trend in India's Export.	**10/25%**
Unit 2:	**Formalities of Registration & Selection of Products:** Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Licensing Authorities and Appropriate EPC' /CB's. Selection of products for exports.	**10/25%**
Unit 3:	**Export Marketing Channels and Export Promotion Organizations:** Modes of entry in foreign markets. International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent; Main Export Promotion Organizations in India – EPCs, Commodity Boards, STC, Chambers of Commerce etc.	**10/25%**
Unit 4:	**Export Finance and Pricing:** Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Exim bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation. **Export Documentation:** Defining Export Documentation, Main Commercial Documents and Statutory Documents for Exports & Imports, Documents for Claiming Export Benefits.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts in trade documentation in international business with respect to foreign trade (export and import).	2
CO2	**Understanding**	Understand the documentation procedures and its sanctity in International Business.	2
CO3	**Understanding**	Understand the payment methods, risks and various financing strategies and applying them in an export-import business.	2
CO4	**Analyzing**	Analyze export marketing, contracts and the role of promotion councils in international trade and apply them in international business.	4
CO5	**Analyzing**	Analyze different agencies involved in EXIM process and their role in the international trade and apply them in practice	4

SUGGESTED READINGS

Textbooks:

1. Khurana P.K., Export management, Cyber Tech Publication.

Reference Books

1. Gupta Parul, Export Import management, Mc Draw Hill.
2. Cherunilam F., International Trade and Export Management, Himalaya.
3. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi.
4. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi.

Discipline Specific Elective Course - 4
MBA (Dual Specialization) Semester III
IBDS304: Regulatory Framework For International Trade

Course objective: The objective of this course it to provide the students' knowledge of regulatory framework and procedures of international trade and regulations laid down by Indian authorities to initiate the international trade.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to regulatory framework for export and import:** Introduction, evolution of India's trade policy; Economic scenario in India; Trends in India's exports and imports, trade balance, composition and direction of India's trade; Institutional framework for export promotion in India; Foreign Trade Policy; Infrastructure for export promotion in India.	**10/25%**
Unit 2:	**Central Excise Clearance:** Understanding registration procedure for Excise Clearance; Studying documentary procedure for excise clearance of export cargo; Central excise clearance procedures; Procedure for excise clearance in case of exempted units& un-exempted units; Excise clearance with or without examination of goods.	**10/25%**
Unit 3:	**Customs clearance of exports and import cargo:** Studying the role and responsibilities of customs in India; Understanding role of EDI initiatives and facilities therein for customs clearance; Customs clearance – documentary requirements; Custom clearance for shipment through air, ship, ICDs, post parcel, and courier.	**10/25%**
Unit 4:	**Duty Drawback:** Understanding the procedure for duty drawback in India; Studying duty drawback through EDI system; concept and rationale; Monitoring authority; Types and rate; Mechanism of rate fixation; Settlement of claims - including under EDI; Procedure and documentation. **FEMA and RBI rules for import of goods and services:** General guidelines of RBI for importers; Import licenses; Obligation of purchaser of foreign exchange; Time limit for settlement of import payments; Advance remittance; Interest on import bills – limits set by RBI; Remittances against replacement imports, Guarantee for replacement import.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the regulatory framework and procedures of international trade.	2
CO2	**Understanding**	Understand the working of various Indian organizations to facilitate the export and import in India.	2
CO3	**Analyzing**	Analyze various rules, procedures and regulations laid down by Indian authorities to initiate the international	4

		trade. (Export and Import)	
CO4	**Evaluating**	Evaluate various financial benefits available to business for operating at international level.	4
CO5	**Creating**	Create the compliance report required by regulatory authority	4

SUGGESTED READINGS

Text Books:

1. Vinod K. Aggarwal and Rahul Mukherji, India's shifting Trade Policy: South Asia and Beyond.

Reference Books

1. Keegan Warren J. Global Marketing Management. Pearson Education, New Delhi.
2. Kotabe Masaaki & Helsen Kristiaan, Global Marketing Management, John Wiley & Sons Asia.
3. Onkvisit, Sak & Shaw, John J., International Marketing: Analysis and Strategy, Prentice Hall.
4. V S Sheshadri, Changing face of India's External Trade.
5. Paras Ram, Export documentation and procedure A-Z.

Semester - IV Program
Discipline Specific Elective Courses (DSEC)
Marketing
(Choose any 1 out of 4)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester IV
MMDS401: Digital Marketing

Course objective: The objective of this course it to provide the student' knowledge of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**The Technological Society:** Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict. Strategies in 'fluid e-retail markets.' Services online: Online content & digital media, B2Be-commerce, Global opportunities and issues.	10/25%
Unit 2:	**Marketing in the Age of Fragmentation:** Mapping Digital Marketing Media the Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy. Know your customer -Buyer behavior, segmentation, targeting. The customer experience -Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.	10/25%
Unit 3:	**Digital Marketing Tools:** Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding, Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing. Social networks, Value Creation through Social Networking. **Web analytics & Marketing Metrics:** Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi Touch Analytics, Mobile Analytics, and The Future of Digital Analytics: Big Data.	10/25%
Unit 4:	**Search Engine Marketing:** Email campaign creation and management, Google Adwords, Search and display on search engines, pricing models online, Introduction to page rankings, analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Keyword analysis, process and optimization. Search Engine Marketing Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand traditional and new communication approaches to create competitive advantage in the digital world, impact of emergence of the technology on marketing, value creation, and consumer perceptions.	2
CO2	**Understanding**	Understand the concepts of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.	2
CO3	**Applying**	Apply the digital tools for digital marketing strategies for better marketing results.	3
CO4	**Analyzing**	Analyze digital marketing and social media marketing strategies	4
CO5	**Evaluating**	Evaluate the performance of digital marketing program/campaign of an organization.	5

SUGGESTED READINGS

Textbooks:

1. Damian Ryan, Calvin Jone, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page.

Reference Books

1. Ryan Deiss & Russ Henneberry, Digital Marketing For Dummies, John Wiley & Sons.
2. Kent Wertime, Ian Fenwick, Digi Marketing: The Essential Guide to New Media and Digital Marketing,Jon Wiley & Sons.
3. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of CustomerCentricity.
4. Sean Moffitt and Mike Dover, Wiki Brands–Reinventing Your Company In A Customer Driven Market Place, McGraw Hill.
5. Brian Clifton, Advanced Web Metrics with Google Analytics.
6. William M. Pride, O. C. Ferrell, Digital Marketing, Cengage Learning

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester IV
MMDS402: Customer Relationship Management

Course objective: The objective of this courses it to provide the students knowledge of concepts, principles, techniques and processes of CRM.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**CRM concepts:** Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.	**10/25%**
Unit 2:	**CRM in Marketing:** One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.	**10/25%**
Unit 3:	**Sales Force Automation:** Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), SCM, SRM & PRM: Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).	**10/25%**
Unit 4:	**Analytical CRM:** Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the importance and impact of CRM in marketing, sales force automation, SCM, SRM, PRM and e business.	2
CO2	**Understanding**	Understand E-Commerce and Customer Relationships on the Internet.	2
CO3	**Applying**	Apply Customer relationship activities in an organization.	3
CO4	**Analyzing**	Analyze organizational context and prepare CRM strategy for the business.	4
CO5	**Evaluating**	Evaluate the impact of CRM program/campaign of an organization.	5

SUGGESTED READINGS

Textbooks:

1. Alok Kumar Rai, Customer Relationship Management Concept &Cases, Prentice Hall of India Private Limited, New Delhi.

2. Jagdish Seth, Et Al, Customer Relationship Management.

Reference Books

1. V. Kumar & Werner J., Customer Relationship Management, Willey India.
2. S. Shanmugasundaram, Customer Relationship Management, Prentice hall of India Private Limited, New Delhi.
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi.
4. Kumar, V. & Reinartz, Werner, Customer Relationship Management: Concept, Strategy, and Tools, Springer.

Discipline Specific Elective Course -3
MBA (Dual Specialization) Semester IV
MMDS403: Advertising Management

Course objective: The objective of this courses it to provide the students' knowledge of concepts of advertising.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Advertising:** Origin and Development - Definition and Classification – Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface -Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision -Preparing the Product and Media Brief. **Advertising Role in the Marketing Process:** Major roles of advertising, Legal, Ethical and Social aspects of Advertising. Functions and types of advertising. Integrated Marketing communication, Cultural differences and values in advertising.	**10/25%**
Unit 2:	**The major players in advertising:** Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. **Advertising Programme:** Message, Headlines, Copy, Logo, Illustration, Appeal, layout; Campaign Planning; Creative Strategies; The process of developing an Ad. Production and execution of TVCs and print ads	**10/25%**
Unit 3:	**Media Decisions:** Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity; Measures of Media Cost Efficiency; Media (Readership / Viewership) Research; The Internet as an Advertising Medium; Tracking Website visits, page views, hits, and click-stream analysis; permission marketing and privacy; ethical concerns., Budgeting; Evaluation- Methods; Media buying; Emerging medias and trends – Social Media, Internet, and Mobile.	**10/25%**
Unit 4:	**Measuring Advertising Effectiveness:** Advertising Research. Effectiveness of advertising- methods of measurement. Rationale of testing; Opinion and Attitude Tests, Recognition, Recall. Control of Advertising by practitioners, media and the market; Advertising in the International marketplace; Advertising and Principles of Integrated Marketing Communication and Image Building.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concept of advertising and its role in the marketing process.	2
CO2	Understanding	Understand functions and types of advertising.	2
CO3	Applying	Apply media planning, advertising appeal and media mix.	3

CO4	**Analyzing**	Analyze media decisions.	4
CO5	**Evaluating**	Evaluate ads to determine their effectiveness.	5

SUGGESTED READINGS

Textbooks:

1. Aaker, Batra& Myers, Advertising Management, Prentice Hall, New Delhi.
2. Strategic Advertising Management, Larry Percy, Richard Rosenbaum – Elliot, Oxford University Press.

Reference Books

1. Kazmi & Batra, Advertising & Sales Promotion, Excel Books, New Delhi.
2. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, McGraw Hill, New Delhi.
3. Belch, George and Belch, Michael; Advertising and Promotion, McGraw Hill, New Delhi.
4. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi.
5. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester IV
MMDS404: Retail Management

Course objective: The objective of this courses it to provide the students' knowledge of concepts of retailing.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**Wholesaling:** Concept, Importance, Functions; Wholesaler Marketing Decisions; Trends in Wholesaling& Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario. **Retail formats:** Store & Non Store Retailing: Franchising, Unconventional channels, E-retailing, Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies.	10/25%
Unit 2:	**Store Design:** Interiors and Exteriors; Store layout; Types of layouts; Factors affecting store layout; Store image mix; Store Façade; The Internet Store; Store Administration: Floor space management; Managing store inventories and display.	10/25%
Unit 3:	**Merchandising:** Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands, Retail Communication Mix: Planning retail communication; Managing in-store promotions and events	10/25%
Unit 4:	**Integrated Marketing Channels:** Channels for Consumer goods; Industrial goods & Services; Horizontal, Vertical, Multichannel Marketing Systems; Technology in distribution: Bar-coding, RFID, Electronic payment systems.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand concepts of wholesaling and retailing.	2
CO2	Understanding	Understand role, functions and design of stores.	2
CO3	Understanding	Understand importance of technology in retailing.	2
CO4	Applying	Apply steps of merchandising.	3
CO5	Analyzing	Analyze marketing channels.	4

SUGGESTED READINGS

Textbooks:

1. Berman B., Evans J.R. &Shrivastava R., Retail Management: A Strategic Approach, Pearson Education, New Delhi.
2. Reyhle Nicole and Prescott Jason, Retail 101: The Guide to Managing and Marketing Your Retail Business, McGraw-Hill Education.

Reference Books

1. Bajaj C., Tuli R. and Srivastava N.V., Retail Management, Oxford University Press.
2. Zentes J., Morschett D. & Schramm-Klein H., Strategic Retail Management: Text and International Cases, Springer, UK.

Semester - IV Program
Discipline Specific Elective Courses (DSEC)
Finance Management
(Choose any 1 out of 4)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester IV
FMDS401:Mergers & Acquisitions

Course objective: The objective of this courses it to provide the students' knowledge of concepts of mergers and acquisitions.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Mergers and Acquisitions:** Meaning – Reasons – theories of mergers & acquisitions –Types of Combinations – Forms of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger. Merger Negotiations: Meaning and Significance of P/E Ratio. Problems on Exchange Ratio and Impact of Merger on EPS and Market Price.	10/25%
Unit 2:	**Amalgamation and Acquisition:** Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method.	10/25%
Unit 3:	**Accounting for Amalgamation:** Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format).	10/25%
Unit 4:	**Demerger:** Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy – growth, synergy, operating synergy, financial synergy, diversification. **Takeover:** Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the basic concepts of mergers, acquisitions, takeovers, demergers, and amalgamation.	2
CO2	Understanding	Understand merger negotiations.	2
CO3	Applying	Apply the accounting standards related to merger and acquisition, and computation of purchase consideration as per AS-14.	3
CO4	Evaluating	Evaluate the position of firm before and after merger and acquisitions and need for demerger and reverse merger.	5
CO5	Creating	Create a proposal for merger keeping mind the various perquisites of merger and acquisitions.	6

SUGGESTED READINGS

Textbooks:

1. Gupta, Manju, Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.
2. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education.

Reference Books

1. Sundarsanam: Creating Value from Mergers and Acquisitions, Pearson Education.
2. Ramanujan. S.; Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
3. Narayankar, Ravi: Merger and Acquisitions Corporate Restructuring, Strategy and Practices, International Book House Pvt. Ltd.
4. Andrew J. Sherman, Mergers and Acquisitions from A to Z, AMACOM

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester IV
FMDS402: Behavioural Finance

Course objective: The objective of this courses it to provide the students' knowledge of the concept, theories and anomalies of behavioral finance.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Behavioral Finance:** The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse –Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles –Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs;	**10/25%**
Unit 2:	**Preferences:** Framing, Prospect Theory, and violations of Expected Utility, Expected Utility–Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, "Coherent Arbitrariness." Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—Investors.	**10/25%**
Unit 3:	**Social Security of Investors:** IPOs revisited—money on the table, Attention-All that Glitters, Anomalies Revisited-Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of Momentum-Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior-Own company stock, Naïve diversification, Default savings rates and allocations,	**10/25%**
Unit 4:	**Behavioral Corporate Finance:** Limits of arbitrage, no need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors-Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts of behavioral finance.	2
CO2	**Applying**	Apply theories of behavioral finance for investment decisions.	2
CO3	**Applying**	Apply the mental accounting and prospect theory to overcome the expected losses in investment.	3
CO4	**Analyzing**	Analyze various anomalies involved in investment decisions including social security issue.	5

CO5	**Creating**	Create a long term plan for individual investment.	6

SUGGESTED READINGS

Textbooks:

1. Ackert and Deaves, Behavioral Finance: Psychology, Decision Making, and Markets.

Reference Books

1. Brian R. Bruce, Handbook of Behavioral Finance.
2. Rüdiger von Nitzsch, Behavioral finance –Wiley
3. Joachim Goldberg, Ackert, Understanding Behavioral Finance.
4. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall.
5. Meir Statman, What Investors Really Want –Learn the lessons of behavioral Finance, McGraw-Hill.

Discipline Specific Elective Course -3
MBA (Dual Specialization) Semester IV
FMDS403: Business Analysis and Valuation

Course objective: The objective of this courses it to provide the students knowledge of the concept of financial modeling, valuation approaches, strategies and methods.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	Financial Analysis: Financial Modeling – concepts and application, The Analysis of the Statement of Shareholders' Equity, The Analysis of the Balance Sheet and Income Statement, The Analysis of the Cash Flow Statement, The Analysis of Profitability, The Analysis of Growth and Sustainable Earnings	**10/25%**
Unit 2:	Approaches to Valuation: Approaches to Valuation & Identifying Value Drivers, Approaches to Valuation & Identifying Value Drivers, Estimating the Discount Rates, Growth Rates, and Cash Flows (DCF)	**10/25%**
Unit 3:	Dividend Discount Models, FCFE Models, FCFF Models.	**10/25%**
Unit 4:	Strategy-Finance-Valuation: Valuation Using Multiples, Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts of financial analysis and financial modeling.	2
CO2	**Understanding**	Understand business valuation concepts.	2
CO3	**Applying**	Apply various approaches of valuation.	3
CO4	**Applying**	Apply Dividend discount models.	3
CO5	**Analyzing**	Analyze Strategy-Finance-Valuation Trilogy.	4

SUGGESTED READINGS

Textbooks:

1 Palepu Krishna G. and Healy Paul M.: Business Analysis & Valuation Using Financial Statements, Cengage Learning.

Reference Books

1. Financial Analysis and Business Valuation (Study Notes), The Institute of Cost Accountants of India.
2. Beccalli E. and Frantz P.: Valuation and securities analysis, University pf London.
3. Collar Tim, Goedhart Marc &Wesels David, Valuation: Measuring and Managing the Value of Companies, McKinsey & Co.
4. Pignataro Paul, Financial Modeling and Valuation: A Practical Guide

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester IV
FMDS404: International Financial System

Course objective: The objective of this courses it to provide the students knowledge of the concept of international financial management, foreign exchange and international monetary system.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Growing importance of international finance, Balance of Payments-current account, capital account, official reserve account, BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Growing importance of a unified Europe and emerging Asia.	**10/25%**
Unit 2:	**International Monetary System:** Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, Fixed versus floating exchange rate systems.	**10/25%**
Unit 3:	**Exchange Rate Determination and Forecasting:** Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention, Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach.	**10/25%**
Unit 4:	**International Financial Markets:** Forex Markets; spot market, direct andindirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concepts of international financial management, international monetary system and other international financial institutions.	2
CO2	**Understanding**	Understand the concepts of foreign exchange.	2
CO3	**Applying**	Apply the various exchange rate risk tools and techniques.	3
CO4	**Analyzing**	Analyze the various exchange rate determinants for measuring the exchange rate risk associated with the business.	4
CO5	**Analyzing**	Analyze the international financial markets and various implications related to purchasing power parity.	4

SUGGESTED READINGS

Textbooks:

1. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, McGraw- Hill.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.

Reference Books

1. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning.
2. Levi D, Maurice, International Finance, Routledge.
3. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi.
4. Apte P.G., International Financial Management, McGraw Hill, New Delhi.

Semester - IV Program

Discipline Specific Elective Courses (DSEC)

Human Resource Management

(Choose any 1 out of 4)

Discipline Specific Elective Course -1
MBA (Dual Specialization) Semester IV
HRDS401: Performance and Compensation Management

Course objective: The objective of this course it to provide the students understanding of theories, techniques, tools and procedures of performance and compensation management.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**Performance Management:** Quality Performance Management - Concept -Dimensions - Mechanics - Organizational Dynamics and Employee Performance, Management of Employee Performance, Culture, Effectiveness and Empowerment, Potential measurement. Performance v/s Potential assessment.	10/25%
Unit 2:	**Performance Management Methods:** Quality Performance Management - 360 Degree Appraisal, MBO, Assessment Center Techniques. Appraisal Forms and Formats.	10/25%
Unit 3:	**Compensation Management:** Concept of wage, Theories of Wages, Wage Policy, Criteria techniques for Wage Fixation. Concept of Salary, Salary designing and payroll.	10/25%
Unit 4:	**Compensation Management Methods:** Skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concepts, theories, techniques, tools and procedures of performance and compensation management.	2
CO2	Applying	Apply various methods of performance management.	3
CO3	Applying	Apply techniques for wage fixation.	3
CO4	Analyzing	Analyzing compensation related problems in an organization and applying theories and techniques in determining employee compensation.	4
CO5	Creating	Create a performance management system in an organizational context.	6

SUGGESTED READINGS

Textbooks:

1. D. Singh, Compensation and Reward Management, Excel Books, New Delhi.
2. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page.

Reference Books

1. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons.
2. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA.
3. Aguinis, Herman, Performance Management, Pearson Education Inc.

Discipline Specific Elective Course -2
MBA (Dual Specialization) Semester IV
HRDS402: Negotiation & Conflict Management

Course objective: The objective of this courses it to make students able to apply negotiation strategies and develop plans to resolve conflicts in a diverse workplace environment.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Meaning, Nature, importance history of collective bargaining & negotiation. Strategy of distributive bargaining, strategy of integrative negotiation. Strategy & planning for negotiation, essential conditions and functions of collective bargaining. Ethics in Negotiation	**10/25%**
Unit 2:	**Negotiation sub processes & persuasion:** Negotiation process, levels of negotiation, preparations for negotiations, essential communication techniques in negotiations, role of negotiator, Negotiation as persuasion.	**10/25%**
Unit 3:	**Negotiation skills & Practices:** Fundamental Structure of Negotiation, BATNA. Negotiation skills, presentation of demand & tactics used; closing of negotiation & drafting the agreement (MOU), breakdown of negotiation: causes & consequences. Third party Intervention, mutual trust & understanding in negotiation, impact of cross cultural differences.	**10/25%**
Unit 4:	**Introduction to conflict:** Meaning, definition, features. Causes of conflicts, types of conflicts: Industrial conflicts & disputes (strikes &lockouts). Settlement of conflicts & prevention of conflicts.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the theory and practices of negotiation and conflict resolution.	2
CO2	**Understanding**	Understand steps of negotiation process	2
CO3	**Applying**	Apply negotiation strategies in a diverse workplace environment.	3
CO4	**Applying**	Apply conflict resolution approaches.	3
CO5	**Analyzing**	Analyze the impact of cross culture on negotiation practices.	4

SUGGESTED READINGS

Textbooks:

1. Lewicki, Saunders& Berry- Negotiation, McGraw Hill.
2. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page.

Reference Books

1. Aswathappa, Human Resource management, McGraw- Hill.
2. Dessler, Human Resource Management, Prentice – Hall.
3. T.N Chabbra, Human Resource Management.

4. PareekUdai, Understanding Organizational Behavior, Oxford Press.
5. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House.

Discipline Specific Elective Course -3
MBA (Dual Specialization) Semester IV
HRDS403:Global Human Resource Management

Course objective:-The objective of this courses it to make students able to manage human resource globally and understand the challenges of managing Human resources in global context.

Syllabus and detailed content

L	T	P	CR
3	0	0	3

Unit	Content	Hrs/ Weightage
Unit 1:	**Global Human Resource Management:** Nature and scope of GHRM, Difference between GHRM and domestic HRM, Strategic Organizational structures for effective GHRM. Impact of country culture on MNC's culture, Cultural Frameworks across countries, GHRM practices, future of GHRM	10/25%
Unit 2:	**Staffing & Training and Development:** Staffing Approaches, Expatriation, Expat (expatriate) Failure Rate, Managing EFR, HR policy and planning, recruitment and selection, Training, Importance of training in MNC's, Expat Training Models, Expat Role and training strategy, executive development programme, career planning and succession.	10/25%
Unit 3:	**International Performance Management & Compensation:** International Compensation Management, Components of Compensation, Approaches to Expat compensation, Contemporary challenges in Compensation management in MNC's, Performance Management -Career management in international setup – Managing expatriation, Performance Management Cycle, PMS(Performance Management System) to MNC Objectives, Challenges in managing PMS in MNCs.	10/25%
Unit 4:	**Repatriation & International Industrial Relations Management:** Expat re-entry challenges reverse culture shock, managing repatriation process, Strategic initiatives for successful repatriation, Impartation. International Industrial Relations Management – Understanding need for IR in MNC's, Common IR strategies and practices, Grievance handling, Management of personal growth in the line of organizational growth, Key challenges in managing IR across countries, GHRM in Mergers and acquisitions, future of GHRM.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the concepts of managing human resource globally and difference between GHRM and DHRM.	2
CO2	Understanding	Understand challenges of managing Human resources in global context.	2
CO3	Applying	Understand process of global recruitment, compensation, career planning, performance management and employee relations.	3
CO4	Applying	Apply various approaches of compensation.	3
CO5	Analyzing	Analyze IR strategies and practices	4

SUGGESTED READINGS

Textbooks:

1. Aswathappa K; Sadhna Dash, International Human Resource Management; McGraw-Hill, New Delhi.
2. Peter J. Dowling & Denice E. Welch , International Human Resource Management, Cengage Learning.

Reference Books

1. Bhatia S.K., International Human Resource Management: A Global Perspective: Practices and Strategies for CompetitiveSuccess, Deep and Deep Book Publishers, New Delhi.
2. Dessler, G. . Human Resource Management, Prentice Hall Publishing Company Limited, N.Delhi.
3. Peter J. Dowling & Denice E. Welch. International Human Resource Management.
4. Paul Sparrow, Chris Brewster & Chul Chung, Globalizing Human Resource Management, Routledge.

Discipline Specific Elective Course -4
MBA (Dual Specialization) Semester IV
HRDS404:Training and Development

COURSE OBJECTIVE: The objective of this course it to make students able to understand concepts, theories, models & techniques training and development.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.	**10/25%**
Unit 2:	**Training Needs Assessment (TNA):** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.	**10/25%**
Unit 3:	**Training and Development Methodologies:** Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision–making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training	**10/25%**
Unit 4:	**Designing Training and Development Programs:** Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.	**10/25%**

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the concept, theories and rationale of training and development.	2
CO2	**Applying**	Apply the methodologies & techniques of training to develop a training plan.	3
CO3	**Analyzing**	Analyze training needs at different levels of an organization.	4
CO4	**Evaluating**	Evaluate various training and development programs.	5
CO5	**Creating**	Create training programs for enhancing organization's effectiveness.	6

SUGGESTED READINGS

Textbooks:

1. Rolf, P., and UdaiPareek, Training for Development, Sage Publications Pvt. Ltd.
2. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, McGraw Hill.

Reference Books

1. Craig, Robert L., Training and Development Handbook, McGraw Hill.
2. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
5. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd

Semester - IV Program
Discipline Specific Elective Courses (DSEC)
International Business
(Choose any 1 out of 4)

Discipline Specific Elective Course -1

MBA (Dual Specialization) Semester IV

IBDS401: International Trade Practices and Procedures

Course objective: The objective of this courses it to provide the students understanding of the concepts, models & theories of international trade.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**EXIM Operations and Documentation:** Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation	10/25%
Unit 2:	**EXIM Policy Framework:** Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business. **International Trade Terms:** Trade contract and trade terms; Trade terms and need for standardization; INCO terms.	10/25%
Unit 3:	**Export Payment Terms:** Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC -Major clauses; Consignment sale.	10/25%
Unit 4:	**Transit Risk Management:** Nature of transit risk; Contract of cargo insurance Parties involved –Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the models & theories of international trade.	2
CO2	Understanding	Understand the EXIM policy framework, its operations and documentation procedure for international business.	2
CO3	Understanding	Understand various International trade terms and Export payment terms in international trade.	2
CO4	Analyzing	Analyze institutions policies that affect international trade.	4
CO5	Evaluating	Evaluate international trade practices and procedures followed by an organization for its economic benefits.	5

SUGGESTED READINGS

Textbooks:

1. Cherunilam F., International Trade and Export Management, Himalaya

Reference Books

1. Varshney R.L., Bhattacharya B, International Marketing Management, S. Chand.
2. Daniels, International Business, Pearson Education.

3. Export-Import Policy; Ministry of Commerce, Government of India, New Delhi.
4. Khurana P.K., Export management, Cyber Tech Publication.
5. Gupta Parul, Export Import management, Mc Draw Hill.

Discipline Specific Elective Course -2

MBA (Dual Specialization) Semester IV

IBDS402: Global Logistics & Supply Chain Management

Course objective: The objective of this courses it to provide the students acquaintance of the concepts of management of logistics and supply chains globally.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Logistics Management:** Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.	10/25%
Unit 2:	**Shipping Industry:** Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.	10/25%
Unit 3:	**Air Transport:** Air transport – Airfreight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.	10/25%
Unit 4:	**Supply chain:** Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management. **Forecasting and planning in supply chain management:** Pricing in supply chain management- Role of IT in supply chain management - coordination in supply chain management.	10/25%

Course Learning Outcomes (CLO)

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

CO Code	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Understanding	Understand the global implications of logistics and supply chain management.	2
CO2	Understanding	Understand various concepts, elements of logistic management and modes of logistics for doing global businesses.	2
CO3	Understanding	Understand procedures of shipping industry.	2
CO4	Understanding	Understand modes of Air transport.	2
CO5	Creating	Create designs of supply chain distribution networks.	6

SUGGESTED READINGS

Textbooks:

1. John Mangan & Chandra C. Lalwani, Global Logistics & Supply Chain Management, John Wiley & Sons.
2. Chopra S and P Meindl, Supply chain management: Strategy, planning and operations.

Reference Books

1. David P., "International Logistics" Biztantra, New Delhi.
2. Martin Christopher, Logistics & Supply Chain Management, FT Prentice Hall.
3. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge.

Discipline Specific Elective Course -3

MBA (Dual Specialization) Semester IV

IBDS403: International Marketing Research

Course objective: The objective of this courses it to provide the students acquaintance of the market research methods in international context.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction to Marketing Research:** Need nature and scope; complexities of international marketing research; marketing information system (MIS); Uses of international marketing research.	**10/25%**
Unit 2:	**Marketing Research Process:** Marketing research process, Formulating the research problem, choice of research design, criteria of research design, determining sampling design and sampling size, Evaluation and control of marketing research, Scientific methods, types of research, and sources of experimental errors.	**10/25%**
Unit 3:	**Secondary and Primary Data:** Secondary data sources and uses; online data sources and research; Primary data collection: methods and instruments, Attitude measurement; Sampling plan. Primary data, Sources of primary data, Method of observation, internet as a source of data	**10/25%**
Unit 4:	**Data Presentation and analysis:** Data preparation and processing, validation, editing, coding, tabulation, data processing methods, data analysis and interpretation. Issues and process; Univariate and Multivariate data analysis techniques. **Report Writing:** Presentation and Report writing: Report writing, Role of report, type of reports, principles of report writing. Ethical issues involved in international marketing research.	**10/25%**

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Remembering , Understanding**	Explain the fundamental concepts, scope, and applications of international marketing research.	1, 2
CO2	**Applying**	Apply the marketing research process to formulate research problems and select suitable research designs.	3
CO3	**Analyzing**	Differentiate between primary and secondary data sources and use appropriate data collection methods.	4
CO4	**Applying, Analyzing**	Perform data preparation, coding, and basic statistical analysis using univariate and multivariate tools.	3, 4
CO5	**Evaluating, Creating**	Develop well-structured research reports and evaluate ethical considerations in international marketing research.	5, 6

SUGGESTED READINGS

Textbooks:

1. Kumar V, International Marketing Research, Prentice Hall.
2. C. Samuel Craig &Susan P. Douglas, International Marketing Research, John Wiley & Sons Ltd

Reference Books

1. Kothari CR, Marketing Research, New Age International.
2. Kumar V., International Marketing Research, Prentice Hall, N. Delhi.
3. Donald L. Brady, Essentials of International Marketing, Routledge.
4. Subhash C. Jain, David A. Griffith, Handbook of Research in International Marketing, Edward Elgar Publishing.

Discipline Specific Elective Course -4
MBA (Dual Specialization) SEMESTER IV
IBDS404:GLOBAL STRATEGIC MANAGEMENT

Course objective: The objective of this courses it to provide the students understanding of the relevance and significance of strategic management in international perspective.

L	T	P	CR
3	0	0	3

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Introduction:** Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market.	10/25%
Unit 2:	**Hybrid Forms of Economic Organization:** Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors -Pre-competitive Alliances, Market Sharing Alliances.	10/25%
Unit 3:	**Strategic Issues and Alternatives in Globally Competitive Markets:** Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies.	10/25%
Unit 4:	**Corporate Diversification Strategies:** Building shareholder value; Roles of cost sharing and skills transfer in creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world	10/25%

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Remembering , Understanding**	Explain the process of strategy making, implementation and the impact of globalization on strategic management.	1, 2
CO2	**Understanding, Applying**	Describe various hybrid economic organizations and analyze the role of alliances and networks in competition.	2, 3
CO3	**Applying, Evaluating**	Identify and evaluate strategic alternatives in global markets including restructuring and diversification.	3 , 5
CO4	**Analyzing**	Analyze the importance of corporate diversification strategies for building competitive advantage.	4
CO5	**Evaluating**	Evaluate the role of cost sharing and skill transfer in value creation for diversified global corporations.	5

SUGGESTED READINGS

Textbooks:

1. Kumar V, International Marketing Research, Prentice Hall.

2. C. Samuel Craig &Susan P. Douglas, International Marketing Research, John Wiley & Sons Ltd

Reference Books

1. Kothari CR, Marketing Research, New Age International.
2. Kumar V., International Marketing Research, Prentice Hall, N. Delhi.
3. Donald L. Brady, Essentials of International Marketing, Routledge.
4. Subhash C. Jain, David A. Griffith, Handbook of Research in International Marketing, Edward Elgar Publishing.

Summer Internship
MBA (Dual Specialization) SEMESTER III
MBSI 301:SUMMER INTERNSHIP REPORT EVALUATION

L	T	P	C
0	0	0	6

Students will have to undergo industrial training of six to eight weeks in any industry or reputed organization after the II semester examination in summer. The evaluation of this training shall be included in the III semester evaluation.

The student will be assigned a faculty guide who would be the supervisor of the student. The faculty would be identified before the end of the II semester and shall be the nodal officer for coordination of the training.

Students will prepare an exhaustive report of the training during the III semester which will be duly signed by the officer under whom training was undertaken in the industry/ organization and faculty guide. Student shall bring the certificate from the industry/organization duly signed by competent authority of the industry/organization.

The student at the end of the III semester will present his report about the training before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty guide would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor.

The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

The marking shall be as follows:

Internal: 50 marks	By the Faculty Guide – 25 marks. By Committee appointed by the Dean – 25 marks.
External: 50 marks	By External examiner appointed by the University- 50 marks

Dissertation

MBA (Dual Specialization) SEMESTER IV

MBDR401: DISSERTATION REPORT EVALUATION

L	T	P	C
0	0	12	6

The students will be required to conduct MBA dissertation project under a faculty supervisor. The research problem will be identified in an emerging area of business management. The dissertation will be divided into two parts. Part I of the dissertation would focus on problem formulation and literature review. Part II would include data collection, analysis, results and discussion. The other possible formats for MBA dissertation could be case-study research.

The student at the end of the IV semester will present his/her dissertation report before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty supervisor would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks by committee would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor. The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

The marking shall be as follows:

Internal: 50 marks	By the Faculty Supervisor – 25 marks. By Committee appointed by the Dean – 25 marks.
External: 50 marks	By External examiner appointed by the University - 50 marks

Research Based Course

Research Based Course
MBA (Dual Specialization) Semester IV
MBRC401: Research Methodology 2

Course objective: The primary objective of this course is to make students understand the role of ethics in research and develop a research orientation among the students and to acquaint them with advanced fundamentals of research methods.

L	T	P	C
2	0	0	2

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	Brief introduction of Research and Research Methodology. Ethics: definition, nature of moral judgments; Redundant publications: duplicate and overlapping publications, salami slicing; Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)	**10/25%**
Unit 2:	Parametric Tests- Testing Hypotheses on Two-Samples, Hypothesis Testing for Differences between Means and Proportions; Tests for Differences between Means: Large Sample Sizes; Tests for Difference between Means: Small Sample Sizes; Tests for Differences between Proportions: Large Sample Sizes	**10/25%**
Unit 3:	Hypothesis Testing: Non Parametric Tests; Chi square test, The Sign Test for Paired Data; Rank Sum Tests- The Mann- Whitney U Test, Kruskal- Wallis Test; Rank Correlation	**10/25%**
Unit 4:	Writing a research Report. Types and Layout of Research Report, Precautions in Preparing the Research Report. Role of Bibliography and Annexure in the research report.	**10/25%**

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand basic concepts of research and its methodology	2
CO2	**Understanding,**	Understand the research publication ethics	2
CO3	**Applying,**	Apply hypothesis testing procedures on two sample tests	3
CO4	**Applying,**	Apply Non Parametric Tests of hypothesis testing in real life cases	3
CO5	**Creating**	Create a research report on the basis of the research conducted.	6

SUGGESTED READINGS

Text Books:

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
2. Dr. Gupta, SL and Gupta, Hitesh (2011), Research Methodology, International Book House Pvt. Ltd.

Reference Books:

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education

Compulsory Skill Enhancement Courses (SEC- Group) For Exit after First Year

For Exit after First Year year Compulsory Skill Enhancement Courses (SEC- Group)-01

MBA (Dual Specialization)

MSECE 001: Industry Readiness and Employability Skills

Course objective: The primary objective of this course is to equip students with essential professional skills, behavioral competencies, and practical knowledge required for successful entry and growth in the corporate world.

L	T	P	C
2	0	0	2

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	**Communication for the Workplace:** Basics of Business Communication: Verbal and Non-verbal; Email and Digital Etiquette; Presentation Skills (with tools like PowerPoint); Public Speaking and Group Discussion Skills; Listening and Feedback Skills	**10/25%**
Unit 2:	**Resume Building and Interview Preparation:** Types and Formats of Resumes; Cover Letters and LinkedIn Profile Optimization; Mock Interviews: HR and Technical; Personal Branding; Dress Code, Body Language, and Professional Etiquette	**10/25%**
Unit 3:	**Teamwork, Leadership & Workplace Behaviour:** Team Dynamics and Conflict Resolution; Leadership Styles and Workplace Roles; Working in Multicultural and Remote Teams; Time Management and Goal Setting; Workplace Ethics and Corporate Culture	**10/25%**
Unit 4:	**Critical Thinking and Problem-Solving Skills:** Introduction to Problem-Solving Frameworks; Case Study Analysis and Decision-Making Models; Innovation and Creative Thinking; Analytical Tools: SWOT, Fishbone Diagram, etc.; Handling Pressure and Adaptability	**10/25%**

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	Applying	Demonstrate effective communication skills in a professional environment.	3
CO2	Applying	Exhibit teamwork, leadership, and interpersonal skills.	3
CO3	Applying,	Prepare a job-ready resume, face interviews confidently, and understand workplace etiquette.	3
CO4	Analyzing,	Analyze business problems using critical thinking and decision-making tools.	4
CO5	Evaluating	Develop a growth mindset through self-awareness, time management, and emotional intelligence.	5

SUGGESTED READINGS

Text Books:

1. Soft Skills: Enhancing Employability – M.S. Rao, Cengage Learning, 2021
2. Communication Skills for Professionals – Nira Konar, PHI Learning, 2011
3. The 7 Habits of Highly Effective People – Stephen R. Covey, Simon & Schuster, 2020

Reference Books:

1. Campus to Corporate: Your Roadmap to Employability – Gangadhar Joshi, SAGE Publications, 2015

N. Dhingra

For Exit after First Year year Compulsory Skill Enhancement Courses (SEC- Group)-01

MBA (Dual Specialization)

MSECE 002: Industry Readiness and Employability Skills

Course objective: To enable students to apply data analysis techniques using Excel and modern visualization tools for effective decision-making in business contexts.

L	T	P	C
2	0	0	2

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	Basics of MS Excel Interface and Data Types; Cell Referencing (Relative, Absolute, Mixed); Data Entry, Sorting, Filtering; Conditional Formatting; Basic Functions: SUM, AVERAGE, COUNT, IF, VLOOKUP, HLOOKUP	**10/25%**
Unit 2:	Descriptive Statistics (Mean, Median, Mode, Variance, Std. Dev.); Data Validation and Error Checking; What-If Analysis: Goal Seek, Scenario Manager; Forecasting and Trendlines; Correlation and Regression Analysis	**10/25%**
Unit 3:	Pivot Tables and Pivot Charts; Data Analysis Toolpak; Solver and Optimization; Lookup and Reference Functions (INDEX, MATCH); Logical and Text Functions	**10/25%**
Unit 4:	Introduction to BI Tools: Power BI or Tableau; Connecting Data Sources; Creating Interactive Dashboards; Filters, Slicers, and Drill-Down; Exporting and Sharing Report	**10/25%**

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the fundamentals of data handling and analysis using Excel.	2
CO2	**Applying**	Perform statistical analysis and use Excel functions for business insights.	3
CO3	**Applying,**	Use Excel tools (Pivot Tables, Charts, Solver, etc.) for decision-making.	3
CO4	**Creating,**	Create interactive dashboards and business visualizations using Power BI/Tableau.	6
CO5	**Evaluating**	Interpret data patterns to support strategic and operational business decisions.	5

SUGGESTED READINGS

Text Books:

1. Data Analysis Using Excel – *Ash Narayan Sah*, PHI Learning, 2021,
2. Microsoft Excel 2021 Data Analysis and Business Modeling – *Wayne Winston*, Microsoft Press, 2021;
3. Business Analytics: Data Analysis & Decision Making – *Albright & Winston*, Cengage, 6th Ed., 2020;
4. Getting Started with Tableau – *Joshua N. Milligan*, Packt Publishing, 2020

For Exit after First Year year Compulsory Skill Enhancement Courses (SEC- Group)-02

MBA (Dual Specialization)

MSECE 002: Data Analysis Using Excel and Visualization Tools

Course objective: To enable students to apply data analysis techniques using Excel and modern visualization tools for effective decision-making in business contexts.

L	T	P	C
2	0	0	2

Syllabus and detailed content

Unit	Content	Hrs/ Weightage
Unit 1:	Basics of MS Excel Interface and Data Types; Cell Referencing (Relative, Absolute, Mixed); Data Entry, Sorting, Filtering; Conditional Formatting; Basic Functions: SUM, AVERAGE, COUNT, IF, VLOOKUP, HLOOKUP	**10/25%**
Unit 2:	Descriptive Statistics (Mean, Median, Mode, Variance, Std. Dev.); Data Validation and Error Checking; What-If Analysis: Goal Seek, Scenario Manager; Forecasting and Trendlines; Correlation and Regression Analysis	**10/25%**
Unit 3:	Pivot Tables and Pivot Charts; Data Analysis Toolpak; Solver and Optimization; Lookup and Reference Functions (INDEX, MATCH); Logical and Text Functions	**10/25%**
Unit 4:	Introduction to BI Tools: Power BI or Tableau; Connecting Data Sources; Creating Interactive Dashboards; Filters, Slicers, and Drill-Down; Exporting and Sharing Report	**10/25%**

Course Learning Outcomes (CLO)

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

CO No.	Cognitive Abilities	Course Outcome	Bloom's Level
CO1	**Understanding**	Understand the fundamentals of data handling and analysis using Excel.	2
CO2	**Applying**	Perform statistical analysis and use Excel functions for business insights.	3
CO3	**Applying,**	Use Excel tools (Pivot Tables, Charts, Solver, etc.) for decision-making.	3
CO4	**Creating,**	Create interactive dashboards and business visualizations using Power BI/Tableau.	6
CO5	**Evaluating**	Interpret data patterns to support strategic and operational business decisions.	5

SUGGESTED READINGS

Text Books:

1. Data Analysis Using Excel – *Ash Narayan Sah*, PHI Learning, 2021,
2. Microsoft Excel 2021 Data Analysis and Business Modeling – *Wayne Winston*, Microsoft Press, 2021;
3. Business Analytics: Data Analysis & Decision Making – *Albright & Winston*, Cengage, 6th Ed., 2020;
4. Getting Started with Tableau – *Joshua N. Milligan*, Packt Publishing, 2020