

MBA Course Structure and Syllabus

The Programme

The MBA Programme is a regular full time.Two Year Post Graduate Programme comprising of Four Semesters redesigned and updated under the Regulations on Choice Based Credit System. The Programme requirements include 94 credits (72 credits from Core Courses, 16 credits from Elective Courses, 2 credits for Rural/Market Survey, 2 credits for Summer Internship Project & Viva- Voce and 2 credits for Dissertation and Viva- Voce. The Programme has the following salient features:

- i. Five Core Courses in the First Semester with **20 Credits** in total;
- ii. Five Core Courses including 2 Credit for Field Survey in Second Semester with **22 Credits** in total;
- iii. Summer Internship Project of 6-8 weeks duration in an industrial establishment after the Second Semester Examination;
- iv. Four Core Courses, Summer Internship Project of 2 Credit and two Elective Courses from any one of the four elective groups In Third Semester with **26 Credits** in total;
- v. Four Core Courses, Two Elective Courses from any one of the four elective groups and Project Dissertation of 2 Credits in the Fourth Semester with **22 Credits** in total.

Learning Outcomes Descriptors and Programme Outcomes for a Master's degree

The Master's degree qualifies students who can apply an advanced body of knowledge in a range of contexts for professional practice, research, and scholarship and as a pathway for further learning. Graduates at this level are expected to possess and demonstrate specialized knowledge and skills for research, and/or professional practice and/or for further learning.

Descriptor	Knowledge and understanding: The graduates should be able to demonstrate the acquisition of:
P.O. 1.	advanced knowledge about a specialized field of enquiry with a critical understanding of the emerging developments and issues relating to one or more fields of learning,
P.O. 2.	advanced knowledge and understanding of the research principles, methods, and techniques applicable to the chosen field(s) of learning or professional practice,
P.O. 3.	procedural knowledge required for performing and accomplishing complex and specialized and professional tasks relating to teaching, and research and development.
Descriptor	General, technical and professional skills required to perform and accomplish tasks: The graduates should be able to demonstrate the acquisition of:
P.O. 4.	advanced cognitive and technical skills required for performing and accomplishing complex tasks related to the chosen fields of learning.
P.O. 5.	advanced cognitive and technical skills required for evaluating research findings and designing and conducting relevant research that contributes to the generation of new knowledge.
P.O. 6.	specialized cognitive and technical skills relating to a body of knowledge and practice to analyze and synthesize complex information and problems.

Descriptor	Application of knowledge and skills: The graduates should be able to demonstrate the ability to:
P.O. 7.	apply the acquired advanced theoretical and/or technical knowledge about a specialized field of enquiry or professional practice and a range of cognitive and practical skills to identify and analyze problems and issues, including real-life problems, associated with the chosen fields of learning.
P.O. 8.	apply advanced knowledge relating to research methods to carry out research and investigations to formulate evidence-based solutions to complex and unpredictable problems.
Descriptor	Generic learning outcomes: The graduates should be able to demonstrate the ability to:
P.O. 9.	listen carefully, read texts and research papers analytically and present complex information in a clear and concise manner to different groups/audiences,
P.O. 10.	communicate, in a well-structured manner, technical information and explanations, and the findings/results of the research studies undertaken in the chosen field of study,
P.O. 11.	present in a concise manner view on the relevance and applications of the findings of recent research and evaluation studies in the context of emerging developments and issues.
P.O. 12.	evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.
P.O. 13.	meet one's own learning needs relating to the chosen fields of learning, work/vocation, and an area of professional practice,
P.O. 14.	pursue self-paced and self-directed learning to upgrade knowledge and skills, including research-related skills, required to pursue a higher level of education and research.
P.O. 15.	problematize, synthesize, and articulate issues and design research proposals,
P.O. 16.	define problems, formulate appropriate and relevant research questions, formulate hypotheses, test hypotheses using quantitative and qualitative data, establish hypotheses, make inferences based on the analysis and interpretation of data, and predict cause-and-effect relationships,
P.O. 17.	develop appropriate tools for data collection for research,
P.O. 18.	the ability to use appropriate statistical and other analytical tools and techniques for the analysis of data collected for research and evaluation studies,
P.O. 19.	plan, execute, and report the results of an investigation,
P.O. 20.	follow basic research ethics and skills in practicing/doing ethics in the field/ in one's own research work.
P.O. 21.	make judgements and take decisions regarding the adoption of approaches to solving problems, including real-life problems, based on the analysis and evaluation of information and empirical evidence collected.
P.O. 22.	make judgement across a range of functions requiring the exercise of full responsibility and accountability for personal and/or group actions to generate solutions to specific problems associated with the chosen fields/subfields of study, work, or professional practice.
Descriptor	Constitutional, humanistic, ethical, and moral values: The graduates should be able to demonstrate the willingness and ability to:
P.O. 23.	embrace and practice constitutional, humanistic, ethical, and moral values in one's life,

P.O. 24.	adopt objective and unbiased actions in all aspects of work related to the chosen fields/subfields of study and professional practice,
P.O. 25.	participate in actions to address environmental protection and sustainable development issues,
P.O. 26.	support relevant ethical and moral issues by formulating and presenting coherent arguments,
P.O. 27.	follow ethical principles and practices in all aspects of research and development, including inducements for enrolling participants, avoiding unethical practices such as fabrication, falsification or misrepresentation of data or committing plagiarism.
Descriptor	Employability and job-ready skills, and entrepreneurship skills and capabilities/ qualities and mindset: The graduates should be able to demonstrate the acquisition of knowledge and skill sets required for:
P.O. 28.	adapting to the future of work and responding to the demands of the fast pace of technological developments and innovations that drive the shift in employers' demands for skills, particularly with respect to the transition towards more technology-assisted work involving the creation of new forms of work and rapidly changing work and production processes.
P.O. 29.	exercising full personal responsibility for the output of own work as well as for group/team outputs and for managing work that is complex and unpredictable requiring new strategic approaches.

Programme Specific Outcomes (PSOs):

The MBA programme aims to develop competent, ethical, and visionary management professionals capable of addressing complex business challenges through analytical thinking, strategic decision-making, and responsible leadership.

PSO₁: Integrated Management Knowledge

Graduates will demonstrate an advanced understanding of management theories and practices across functional areas such as marketing, finance, human resources, operations, and strategy, and integrate this knowledge to solve complex business problems.

PSO₂: Analytical and Strategic Thinking

Graduates will be able to analyze business situations using quantitative, qualitative, and technological tools, critically evaluate alternatives, and formulate effective strategic and data-driven decisions.

PSO₃: Leadership and Communication Competence

Graduates will exhibit leadership, teamwork, and effective communication skills, enabling them to manage diverse teams and drive organizational success in dynamic and multicultural environments.

PSO₄: Ethics, Sustainability, and Corporate Governance

Graduates will apply ethical reasoning, social responsibility, and sustainability principles to ensure transparency, accountability, and good governance in business decisions.

PSO₅: Innovation and Entrepreneurship Orientation

Graduates will be able to identify, evaluate, and develop entrepreneurial and innovative solutions, adapting to emerging global business environments with creativity and resilience.

The details of MBA Course Structure are as follows:

MBA 1st Semester shall comprise the following Five Core Courses

MAN – 515	Management Concepts and Processes	4 Credits
MAN – 516	Managerial Economics	4 Credits
MAN – 517	Accounting for Managers	4 Credits
MAN – 518	Business Communication	4 Credits
MAN – 519	Quantitative Techniques	4 Credits

MBA 3rd Semester shall comprise the following Six Courses and Summer Internship Project

Core Courses:

MAN – 608	Organisational Behaviour	4 Credits
MAN – 609	Business Environment	4 Credits
MAN – 610	e-Business	4 Credits
MAN – 611	Business Laws	4 Credits
MAN-- 612	Summer Internship Project & Viva voce	2 Credits

Elective Courses (All courses from any one Group)

Marketing (M) Group Courses:		
MAN – 681	Marketing Research	4 Credits
MAN – 682	Consumer Behaviour	4 Credits
Human Resource Management (H) Group Courses:		
MAN – 683	Talent Development	4 Credits
MAN – 684	International Human Resource Management	4 Credits
Finance (F) Group Courses:		
MAN – 685	Security Analysis and Portfolio Management	4 Credits
MAN – 686	Tax Planning and Management	4 Credits
Information Technology (I) Group Courses:		
MAN – 687	Decision Support and Business Intelligent Systems	4 Credits
MAN – 688	Big Data Analytics	4 Credits

MBA- First Semester
Course Code: MAN – 515 - Management Concepts and Processes

Course Objectives

- To understand the concept, nature, scope, and evolution of management as both an art and a science.
- To familiarize students with the principles and functions of management, including planning, organizing, directing, and controlling.
- To develop an understanding of decision-making techniques, leadership styles, and supervision in organizational contexts.
- To enhance the ability to analyze managerial problems, coordination, and control processes in dynamic business environments.
- To apply managerial concepts, systems, and techniques for effective problem-solving and organizational effectiveness.

Course Outcomes (COs)

CO1: Explain the concept, nature, and evolution of management thought and its relevance in contemporary organizations.

CO2: Describe and apply the fundamentals of planning and organizing, including MBO, organizational structures, and authority-responsibility relationships.

CO3: Demonstrate an understanding of directing, supervision, and leadership styles, and apply decision-making techniques in managerial contexts.

CO4: Evaluate control processes and coordination approaches, and explain their significance in managing change and emerging issues.

CO5: Analyze real-world managerial situations through case studies and suggest appropriate managerial actions.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO9	PO21
CO1	2	2		1	2	3	2	3	1
CO2	3	2	2			1	3	1	2
CO3	1	1		2	2				
CO4			3	3	2	1		2	3
CO5	2	3		3	3		2	3	

Course Content

Unit – I: Introduction Concept and Nature of Management; Evolution of Management Thought; Hawthorne experiment; Classical approach, Modern approach; Management and Society

Unit – II: Planning and Organising: Essentials of Planning- Steps, Approaches and Principles, Types of Plans. MBO The Nature of Organizing; Process, Need and Importance of Organizing; Span of Control, Organizational Structures, Authority-Responsibility, line and staff relationships, Virtual organisations

Unit – III: Directing and Decision making: The Nature of Directing, Principles of Directing, Supervision. Leadership styles, Unity of command; Decision making- process, methods

Unit – IV: Controlling and Coordination: The Nature and Significance of Control; The Control Process; Types of Control: Nature and Approaches of Coordination; Emerging Issues of Management in Changing Scenario; Management of Change; Co-ordination – Concept, Nature and Approaches.

Unit – V: Case Studies: The List of the Case studies shall be provided in the class.

Note: Case studies relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

- 1 Koontz 'O' Donnel & Wehrich: *Essentials of Management*, McGraw Hill,
- 2 Prasad L.M.: *Principles and Practice of Management*, Sultan Chand & Sons,
- 3 Management -Wehrich, Cannice and Koontz, PHI
- 4 Principles of Management- Neeru Vasishth, Vibhuti Vasishth, Taxmann Publications
- 5 Management – James A.Stoner, Freeman and Gilbert,Pearson,
- 6 Kumar Rajesh: *Management Concepts and Practices*, Iterative International Publishers,

Course Code: MAN – 516 - Managerial Economics

Course Objectives:

- To understand the nature, scope, and role of managerial economics in managerial decision-making.
- To familiarize students with demand theory, elasticity concepts, and forecasting techniques for business analysis.
- To develop the ability to analyze production and cost relationships and their managerial implications.
- To provide an understanding of pricing strategies under various market structures for profit maximization.
- To enable students to interpret macroeconomic indicators, business cycles, and inflationary trends affecting managerial decisions.

Course Outcomes (COs)

1. **CO1:** Explain the nature, scope, and fundamental principles of managerial economics and apply demand concepts, including elasticity, in business decision-making.
2. **CO2:** Analyze consumer behavior using utility theories and apply demand estimation and forecasting techniques for real-world business products.
3. **CO3:** Understand and evaluate production and cost theories, including economies of scale and cost functions, in short-run and long-run scenarios.
4. **CO4:** Assess pricing mechanisms under different market structures and apply strategic pricing approaches in competitive and monopolistic environments.
5. **CO5:** Interpret business cycle theories and inflationary trends and evaluate economic measures used to stabilize business environments.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO3	PO8	PO21
CO1	1	1	2	3		2	3	1	3
CO2		2	2			1	3	3	2
CO3	3	3		2	3				
CO4	2		3	2	2	3	2	2	1
CO5	2		2		3	3		3	3

Course Content

Unit - I:

Nature and Scope of Managerial Economics: Objectives of a Firm; Economic Theory and Managerial Theory; Role and Responsibilities of the Managerial Economist; Fundamental Economic Concepts – Incremental Principle, Opportunity Cost Principle, Equi-Marginal Principle.

Demand Analysis: Individual and Market demand functions; Law of demand, Determinants of demand; Elasticity of demand – Concept and Importance; Price elasticity; Income elasticity and Cross elasticity; Using elasticity in Managerial decisions.

Unit – II:

Theory of Consumer Choice: Cardinal utility approach, indifference approach; Demand estimation for major consumer durable and non-durable products. Demand forecasting techniques.

Unit – III:

Production Theory: Production function, Economies of scale; Cost theory and estimation; Short and long term Cost functions – their nature, shape and inter- relationship ;Law of variable proportions ; Law of return to scale.

Unit – IV:

Price Determination under different Market Conditions: Characteristics of different market structure; Price determination and firm's equilibrium in short- run and long- run under perfect competition, Monopolistic competition, Oligopoly and Monopoly. Price discrimination; Pricing Strategies, International price discrimination and dumping.

Unit- V:

Business Cycle: Nature and phases of a business cycle; Theories of business cycles – Psychological, Monetary, Innovation, Cobweb and Hicks Theories.

Inflation: Definition, Characteristics and Types; Inflation in terms of demand – pull and cost – push factor; Measures to control inflation.

Suggested Readings:

1. Mithani. D.M: Managerial Economics, Himalaya Publishing House, New Delhi.
2. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill,
3. Baumol, William J: Economic Theory and Operational Analysis, Prentice Hall, London.
4. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.
5. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc.,
6. G.S Gupta: Managerial Economics, TMH, New Delhi.
7. Chopra, O.P: Managerial Economics, Tata McGraw Hill, New Delhi.

Course Code: MAN - 517 - Accounting for Managers

Course Objectives

- To impart an understanding of the concepts, conventions, and principles of accounting relevant for managerial use.
- To enable students to prepare, interpret, and analyze financial statements for informed business decision-making.
- To develop the ability to apply cost analysis tools, including marginal costing, CVP analysis, and break-even charts, in managerial contexts.
- To familiarize learners with budgetary control and standard costing techniques for effective planning and cost management.
- To cultivate skills in financial performance evaluation using ratio analysis, responsibility accounting, and management reporting systems.

Course Outcomes (COs)

1. **CO1:** Explain fundamental accounting concepts, conventions, and standards, and apply basic accounting mechanics such as journal entries, ledgers, and reconciliation statements.
2. **CO2:** Prepare and interpret key financial statements including income statements, balance sheets, and cash flow statements for managerial decision-making.
3. **CO3:** Analyze cost behaviors and apply cost-volume-profit techniques, break-even analysis, and marginal costing for short-term business decisions.
4. **CO4:** Prepare budgets and conduct standard costing with variance analysis to support planning and control functions.
5. **CO5:** Interpret financial statements using ratio analysis and apply principles of responsibility accounting and management reporting for performance evaluation.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO16	PO20
CO1	1	3		3	2	3		3	2
CO2	3	2	2			1	2		1
CO3	1			1	2			3	
CO4			1	3	2	1	3	2	2
CO5	2	3	3	3		3		1	3

Course Content

Unit – I :Accounting Concepts& conventions, Branches: Financial Accounting, Management Accounting and Cost Accounting. Overview of Accounting Standards(AS), Ind-AS& International Financial Reporting Standards (IFRS). Accounting Mechanics: The Journal, The Ledger, Cash Book, Trial Balance; Bank Reconciliation Statement.

Unit – II :Preparation of Financial Statements: Income Statement, Balance Sheet, Cash Flow Statements.

Unit – III :Classification of Cost, Cost-Volume-Profit Analysis, Break Even Analysis, Margin of Safety, Marginal Costing and Short-run decision-making.

Unit – IV: Budgeting and Standard Costing: Nature, Scope, Importance and Limitations, Preparation of different budgets, Controlling through Budgets, Standard Costing and Variance Analysis: Material and Labour Variances.

Unit – V: Financial Statements Analysis and Interpretation: Ratio Analysis; Liquidity, Profitability, Solvency and Activity ratios with interpretation. Management Reporting; Responsibility Accounting.

Suggested Readings:

1. Bhattacharya and Dearden: Accounting for Management
2. Guptas and Kothari: Accounting for Managers, Frank Bros. & Co. Publishers
3. Sharma and Popli: Financial Accounting, Kitab Mahal, Allahabad
4. Anthony, Merchant and Hawkins: Management Accounting: Text and Cases
5. Khan & Jain: Management Accounting - Text, Problems and Cases TMH, New Delhi
6. Horngren and Sundlen: Introduction to Management Accounting, PHI, New Delhi

Course Code: MAN 518 -Business Communication

Course Objectives

- To understand the principles and functions of communication within organizational and managerial contexts.
- To develop proficiency in written, verbal, and non-verbal communication across diverse business scenarios.
- To enhance students' ability to design and deliver persuasive business messages with strategic intent.
- To familiarize learners with modern communication technologies and platforms for professional interaction and collaboration.
- To cultivate ethical, leadership, and negotiation skills necessary for effective managerial communication.

Course Outcomes (COs)

1. **CO1:** Explain the principles of effective business communication and demonstrate understanding of interpersonal skills and business etiquette across diverse professional contexts.
2. **CO2:** Apply advanced writing techniques to craft clear, concise, and persuasive business documents tailored to specific audiences and organizational goals.
3. **CO3:** Utilize digital communication tools and design principles to create impactful professional messages, manage workflows, and enhance collaborative communication.
4. **CO4:** Analyze communication processes within organizational structures and apply internal and crisis communication strategies to support decision-making and reputation management.
5. **CO5:** Demonstrate leadership and negotiation skills through persuasive communication while adhering to ethical standards in professional interactions.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO10	PO22
CO1	1	3	1	3	2	2	3	3	2
CO2		2	2		3	1	2		3
CO3	2			1			2	3	
CO4	3		3	2	1	3		2	2
CO5	3	3	3		3		2	1	

Course Content

Unit 1: Fundamentals of Business Communication- Introduction to the principles and theories of effective business communication, Exploration of communication dynamics in different business environments, Examination of the role of interpersonal communication skills in building professional relationships, Analysis of business etiquette in various cultural and corporate contexts, with a focus on creating respectful and effective communication.

Unit 2: Advanced Writing Skills

- Techniques for crafting clear and concise business documents, with a focus on style, tone, and audience analysis.
- Advanced writing skills for creating compelling reports, proposals, and business correspondence that drive action and support business objectives.
- Strategies for effective communication in a global marketplace, including addressing cross-cultural nuances and adapting messages for diverse audiences.

Unit 3: Digital Communication Strategies

- Utilizing social media platforms for professional branding and corporate communication.
- Effective use of digital communication tools to collaborate with remote teams and manage digital workflows.
- Design principles for creating impactful visual communication, including the use of infographics, charts, and slides in business presentations.

Unit 4: Organizational Communication

- Insights into the role of communication in organizational structures, including change management and decision-making processes.
- Best practices for internal communication, fostering open communication climates, and managing information flow within teams.
- Crisis communication strategies to manage information during emergencies and maintain organizational reputation.

Unit 5: Leadership and Persuasive Communication

- Communication theories related to leadership, influence, and the role of communication in effective leadership.
- Techniques for crafting persuasive messages that motivate and engage stakeholders.
- Negotiation skills and ethical considerations in persuasive business communication.

Suggested Readings:

1. Bovée, Courtland L., & Thill, John V., Business Communication Today, Pearson.
2. Bailey, Gerry, & Way, Steve, Communication, Gareth Stevens Pub.
3. Blundel, Richard, & Ippolito, Kate, Effective Organisational Communication: Perspectives, principles and practices, FT Prentice Hall.
4. Veech, Annette M., Managerial Communication Strategies, Prentice Hall.
5. Brounstein, Marty, Bell, Arthur H., Isbell, Connie, Smith, Dayle M., Business Communication, John Wiley & Sons.

Course Code: MAN – 519 - Quantitative Techniques

Course Objectives

- To develop a conceptual understanding of mathematical and statistical techniques relevant to business applications.
- To strengthen analytical thinking through logical, quantitative, and computational skills.
- To enable learners to apply mathematical models and statistical tools for solving managerial problems.
- To interpret and evaluate quantitative data for forecasting, planning, and decision-making.
- To integrate probability and statistical distributions in evaluating uncertainty and business risk.

Course Outcomes (COs)

1. **CO1:** Understand and apply foundational concepts of number systems, set theory, and logarithmic functions in solving business-related problems.
2. **CO2:** Perform matrix operations and use matrix methods to solve systems of linear equations relevant to quantitative business analysis.
3. **CO3:** Compute and interpret measures of central tendency and dispersion for analyzing business data.
4. **CO4:** Analyze data using measures of skewness, correlation, regression, and time-series techniques for forecasting and business planning.
5. **CO5:** Apply concepts of probability and theoretical distributions (Binomial, Normal, Poisson) in business decision-making under uncertainty.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO9	PO18
CO1	2	3		3	2	3		3	1
CO2	3	2	2			1	2		2
CO3	2			2	2			3	
CO4			1	3	2	1	3	2	2
CO5	2		3	3		3			3

Course Content

Unit - I

(a). **Numbers:** Natural Numbers, Integers, Divisor of an Integer, G.C.D. and L.C.M. of two Integers, Prime Integer, Rational Numbers, Irrational Numbers, Real Numbers, Absolute Value of Real Numbers, Complex Numbers, Modulus of a Complex Number.

(b). **Set Theory:** Subset, Superset, Power of a set, Set Operations such as Union, Intersection, Difference, Symmetric Difference and Cartesian Product of two sets. Venn Diagram.

(c). Logarithmic Function and its properties.

Unit - II

Matrix Theory: Definition and types of Matrices, Addition, Scalar Multiplication and Multiplication of Matrices, Transpose of a Matrix, Determinant of a Square Matrix, Row and Column Operations on a Matrix, Rank of a Matrix, Solution of System of Linear Equations by Matrix Method.

Unit - III

Measure of Central Tendencies and Dispersions: Mean, Median, Mode and Weighted average – Concepts and Applications. Range, Quartiles, Percentiles, Mean Deviation and Standard Deviation - Concepts and Applications.

Unit - IV

Measures of Skewness, Moments, Kurtosis, Correlation and Regression Lines, Karl Pearson's Coefficient of Correlation, Rank Correlation.
Analysis of Time-series, Components of Time-series, Least Squares Method, Moving Averages.

Unit – V

Theoretical Frequency Distributions: Binomial, Normal, and Poisson Distribution.

Probability: Axiomatic and Classical Definitions, Events, Laws of Probability, Conditional Probability, Baye's Theorems; Independent Events.

Suggested Readings:

1. B. C. Mehta & G. K Madnani: Mathematics for Economists, Sultan Chand & Sons,
2. J. D. Gupta, P. K. Gupta: Mathematics for Business and Economist, TMH, New Delhi
3. Ramendu Roy: Principles of Statistics, PrayagPustakBhawan, A. M. Goon, M. K. Gupta
4. B. Das Gupta: Fundamental of Statistics Vol. I & II, World Press Pvt. Ltd., Kolkata
5. A. M. Goon, M. K. Gupta & B. Das Gupta: An Outline of Statistical Theory Vol. I, World Press Pvt. Ltd.,

MBA Third Semester

Course Code: MAN- 608 - Organisational Behaviour

Course Objectives

- To understand the concepts, models, and evolution of Organizational Behaviour (OB) from a multidisciplinary perspective.
- To analyze individual behavior in organizations by studying personality, perception, motivation, and learning.
- To examine group dynamics including leadership, communication, team roles, and conflict management.
- To evaluate the impact of organizational structure, culture, and change management on effectiveness and performance.
- To develop practical skills in applying OB concepts through case studies and behavioral interventions in real-life managerial contexts.

Course Outcomes (COs)

1. **CO1:** Explain the concept, models, and theories of organizational behavior and learning, and analyze their application in understanding workplace dynamics.
2. **CO2:** Examine individual behavior in organizations by understanding personality traits, perception processes, and motivation theories relevant to employee performance.
3. **CO3:** Analyze group behavior and dynamics including team building, leadership styles, and conflict resolution strategies in organizational settings.
4. **CO4:** Evaluate the impact of organizational culture, change, and development interventions on employee behavior and organizational effectiveness.
5. **CO5:** Apply organizational behavior concepts to real-life workplace scenarios through case study analysis for better managerial decision-making.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO5	PO9	PO17
CO1	2	3		2	1	3	2		1
CO2	3		2			3			
CO3				2			2	2	2
CO4	1	3	3	2	3	3	3	3	
CO5	3	3		3	3	3		3	3

Course Content

Unit-I: Introduction: Organisation: Concept, Features, Classical, Neo-Classical Theories of Organization; Managerial Roles and Functions

Organisational Behaviour: Concept and Features, Organizational Behaviour Models – Autocratic, Custodial, Supportive, Collegial; Challenges and Opportunities for Organizational Behaviour

Learning: Concept, Theories of Learning: Classical Conditioning Theory, Operant Learning Theory; Behaviour Reinforcement

Unit –II: Individual Behaviour in Organization

Personality: Meaning, Determinants of Personality, Types of Personality: Myers Briggs Type Indicator, Big Five Model; Values

Perception: Meaning, Factors Affecting Perception, Errors of Perception

Motivation: Meaning, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Expectancy Theory, ERG theory, Equity Theory; Applications of Motivation Concepts in Organizations.

Unit – III: Group Behaviour in Organisation: Group Behaviour: Meaning, Types of Groups, Stages of Group Formation: The 5-stage Model, Group Structure: Roles, Norms, Size; Formal and Informal Groups. Importance of Team Building

Leadership: Concept, Styles of Leadership, Leadership Trait Theory, Behavioural Theories Contingency Theories- Fiedler's Model

Organisational Conflict: Concept, Reasons for Conflicts, Types of Conflicts; Stages of Conflict, Strategies for Resolving Conflicts

Unit –IV: Organisational Dynamics: Organisational Culture: Concept, Features and Elements, Emergence of Organizational Culture; Strong and Weak Culture

Organisational Change: Forces for Change- Social, Economic, Technological; Reasons for Resistance to Change; Overcoming Change Resistance

Organisational Development: Concept and Process; Organisation Development Interventions- Meaning, Overview of Team Interventions

Unit - V

Case Study: The List of the case studies shall be provided in the class.

Suggested Readings:

1. Fred Luthans, Organisational Behaviour, New Delhi: McGraw Hill
2. Keith Davis and Newstorm, Human Behaviour at Work, New Delhi: McGraw Hill
3. Robbins, SP: Organisational Behaviour, Prentice Hall
4. Robbins, Judge and Sanghi: Organisational Behaviour, Prentice Hall of India
5. Rao V.S.P. & Narayanan P.S., Organisational Theory & Behaviour, Konark
6. M.N Mishra: Organisational Behaviour through Indian Philosophy, HPH

Course Code: MAN – 609 - Business Environment

Course Objectives

- To understand the concept, nature, and dimensions of the business environment in the Indian context.
- To examine the economic and financial environment including policies, reforms, and institutions affecting business operations.
- To analyze the political and legal frameworks shaping Indian businesses and evaluate their implications for management.
- To assess the social and cultural environment and its influence on entrepreneurship, market behavior, and organizational strategy.
- To develop analytical capability to apply environmental scanning tools for informed decision-making and strategy formulation.

Course Outcomes (COs)

1. **CO1:** Describe the concept, significance, and dimensions of the business environment and analyze emerging trends such as sunrise sectors in India.
2. **CO2:** Evaluate the economic environment of India, including economic reforms, fiscal and monetary policies, and the role of RBI in business regulation and economic management.
3. **CO3:** Interpret the politico-legal environment affecting business operations, and understand key business-related legislations and regulatory bodies in India.
4. **CO4:** Analyze the socio-cultural environment, including social institutions, values, and challenges like poverty, income disparity, and regional imbalance, and their impact on business decisions.
5. **CO5:** Apply environmental scanning frameworks to real-world business scenarios through case studies to make informed and responsible strategic decisions.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO14	PO17
CO1	2	3		1	2	3	3	1	2
CO2	3		2				2		
CO3			3	2		2		2	2
CO4	3	3		2	3		3	3	
CO5	3	3	3	3	3	3		3	3

Course Content

Unit – I

Framework of Business Environment: Environment- Concept, Significance, Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Sunrise sectors of India.

Unit – II

Economic Environment of Business: Economic Systems and Ease of Business in the country; Economic Reforms and Current Government Policies – Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy. Demonetisation, Amalgamation and Merger of Banks, Recapitalization Plan, New Methods of Divestment, Revenue Management. Role of RBI in Economy management.

Unit – III Politico Legal Environment of Business: Critical Elements of Political Environment; Legal Environment in India: Basic constitutional provisions regarding regulation of business. Industries (Development and Regulation) Act, 1951, Consumer Protection Act, 2019, Competition Act 2002, FEMA 1999, Companies Act, 2013 and its amendments. Concept and Importance of CII, FICCI etc.

Unit – IV Socio-Cultural Environment: Elements of Socio-Cultural Environment. Implications of Cross-culture interactions, Social Institutions; Social Values and Attitudes; Social Groups; Income Disparity and its Socio-Cultural Implications. Poverty, Regional imbalance, Social injustice, Inflation, Parallel Economy, Social Network Analysis.

Unit - V

Case Study: The List of the case studies shall be provided in the class.

Suggested Readings:

1. Verma Ekta: Business in Box, Edwin Publishers
2. Cherunilam Francis: *Business Environment*, Himalayan Pub. House
3. Aswathappa K.: *Legal Environment of Business*, Himalaya Publication
4. Adhikary M.: *Economic Environment of Business*, Sultan Chand & Sons
5. Branson William H.: *Macro Economic Theory and Policy*, West Press
6. Dornbusch R., and Fischer S.: *Macro Economic*, TMH
7. Alagh Yoginder K.: *Indian Development Planning and Policy*, Vikas Publication

Course Objectives

- To provide an understanding of the role of information technology and digital transformation in reshaping modern business environments.
- To develop analytical capability to assess digital infrastructure, data management, and cloud-based systems for organizational competitiveness.
- To understand how IT applications such as ERP, CRM, and SCM enhance operational efficiency and interdepartmental integration.
- To enable students to design digital strategies using analytics, dashboards, and GIS for managerial decision-making.
- To integrate theoretical and practical knowledge through case-based learning focused on digital innovation and transformation.

Course Outcomes (COs)

1. **CO1:** Understand the impact of digital transformation on business models and explain the role of IT infrastructure, data management, and cloud computing in gaining competitive advantage.
2. **CO2:** Analyze the infrastructure of digital networks, wireless technologies, and social media platforms while assessing ethical and sustainability considerations in digital strategies.
3. **CO3:** Evaluate how IT systems support tactical and operational functions across departments such as production, marketing, finance, and HR, including ERP, CRM, and SCM systems.
4. **CO4:** Apply data visualization tools and techniques, GIS, and digital dashboards to strategic IT planning, and align IT strategy with business objectives using frameworks like the Balanced Scorecard.
5. **CO5:** Apply theoretical knowledge to real-world digital business scenarios through case study analysis, focusing on practical challenges in digital transformation and IT implementation.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO13	PO22
CO1	2	3	2		1	3	3		1
CO2	1	3	3		3	3		3	
CO3			2	3			1	2	2
CO4	3	2		2	2		3	2	3
CO5	3		3	3	3	3	3		3

Course Content

Unit I: Digital Technology in Business : Digital transformation and its impact on business models., Business process management and IT architecture, Gaining a competitive advantage through digital technology, Career prospects in the digital age, Data management and governance; role of cloud computing and data Centers, Business intelligence derived from effective data management.

Unit II: Digital Networks and Ethical Considerations: The infrastructure of digital networks, including data networks, IP addresses, and APIs., The expansion and implications of wireless networks and mobile infrastructure, Collaboration and communication technologies, Exploring sustainability and the triple bottom line in the context of internet

technologies, Business strategies for utilizing search technology, including organic search, SEO, and paid search strategies, The significance of semantic technology and recommendation engines, Social media management: strategy, community engagement, monitoring, and analysis of media failures.

Unit III: Tactical and Operational Support Systems: Addressing business challenges at various management levels with IT solutions, Systems for manufacturing, production, and transportation management, Technology in sales and marketing, accounting and finance, and human resources., The intersection of human resources systems and ethics., Strategic technology: Enterprise systems, social platforms, ERP, SCM, and CRM

Unit IV: Data Visualization and IT Strategy: Techniques and tools for data visualization, including digital dashboards and enterprise data mashups, Geographic Information Systems (GIS) and their application in business, IT strategy development and alignment with business strategy, Utilization of the Balanced Scorecard for IT strategy evaluation, Cloud strategy and its implications for IT sourcing.

Unit V: Case Studies: Case studies will be provided in the class, covering issues detailed in the first four units. A one-page single case study will be discussed, reflecting issues from one or more units but not overlapping with theoretical questions previously covered.

Note: Case studies in Unit V will serve to consolidate the students' understanding by applying theoretical knowledge to practical, real-world business situations. These will be selected to emphasize recent developments and current challenges in the digital transformation of businesses.

Suggested Readings:

1. Turban, Efraim, McLean, Ephraim, Wetherbe, James, Information Technology for Management,.
2. Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E., Introduction to Information Systems: Supporting and Transforming Business, Wiley.
3. Laudon, Kenneth C., & Laudon, Jane Price, Essentials of Business Information Systems, Pearson Prentice Hall.
4. Morgan, Tony, Business Rules and Information Systems: Aligning IT with Business Goals, Pearson.
5. Nickerson, Robert C., Business and Information Systems, Prentice Hall.
6. Post, Gerald V., & Anderson, David L., MIS: Solving Business Problems with Information Technology, Tata McGraw Hill.
7. O'Brien, James A., Management Information Systems, McGraw-Hill.

Course Code: MAN-611-Business Laws

Course Objectives

- To develop a comprehensive understanding of commercial and corporate laws governing business operations in India.
- To analyze contractual, partnership, and corporate frameworks that shape business transactions.
- To evaluate the industrial and labor laws influencing employee relations and compliance in organizations.
- To familiarize students with consumer protection, factory operations, and foreign exchange regulations relevant to managerial responsibilities.
- To strengthen students' ability to apply legal principles through case studies and business problem-solving.

Course Outcomes (COs)

1. **CO1:** Understand and apply the key principles of the Indian Contract Act including contracts, quasi-contracts, agency, indemnity, and guarantee.
2. **CO2:** Explain legal provisions related to partnership (including LLP), sale of goods, and negotiable instruments, and interpret their implications for business transactions.
3. **CO3:** Analyze legal regulations under the Factories Act, Consumer Protection Act, and FEMA with relevance to corporate responsibilities and compliance.
4. **CO4:** Interpret employee welfare and labor-related laws including ESIC, EPF, Gratuity, Wages, and Minimum Wages Acts, and assess their impact on HR practices.
5. **CO5:** Examine key industrial laws governing disputes, compensation, standing orders, trade unions, and bonus provisions through practical case studies and legal applications.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO17	PO18
CO1	2	1		2	2	3	3	2	2
CO2		3	2			3	2		
CO3				2				2	2
CO4	3	3	3	2	3	2	2	3	3
CO5	3		3		3	2		3	3

Course Content

Unit - I

Contract Act - Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object, Void Agreements, Contingent Contracts, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract, Quasi-Contracts, Indemnity and Guarantee, Bailment and Pledge, Contract of Agency,

Unit – II

Law of Partnership, Definition and nature of partnership, Rights and duties of partner, Implied authority of partner, Dissolution of firm, Registration of firm, Limited Liability Partnership (LLP),

Sale of Goods Act 1930- Conditions and Warranties, Transfer of ownership, Performance of Contract, Rights of an Unpaid Seller.

Negotiable Instruments Act, Promissory Notes, Bills of exchange and Cheques, Parties to a Negotiable Instruments, Presentment and negotiation of a Negotiable Instrument, Discharge of parties from liability, Rules of Evidence, Estoppel and International Law, Hundis, Banker and Customer, Arbitration, Conciliation

Unit – III

Factories Act, 1948-Health,Welfare, Occupational Safety provisions, The Consumer Protection Act 2019.Foreign Exchange Management Act,1999,

Unit – IV

The Employees' State Insurance Act, 1948, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 The Payment of Gratuity Act, 1972 (as amended upto 29-3-2018) The Payment of Wages Act, 1936, The Minimum Wages Act, 1948

Unit –V

The Industrial Disputes Act, 1947, The Employees' Compensation Act, 1923, The Industrial Employment (Standing Orders) Act, 1946, The Trade Unions Act, 1926, The Payment of Bonus Act, 1965, Case studies

Suggested Readings;

1. Mercantile Law -K.C.Garg, R.C.Chawla, Kalyani Publishers
2. Mercantile Law -Avtar Singh, Eastern Book Co
3. Mercantile Law-M.C. Kucchal, Vivek Kuchhal, Vikas Publisher
4. Elements of Mercantile Law- N.D. Kapoor
5. Mercantile and Commercial Law- Rohini Agrawal, Taxmann

MAN- 612 – Summer Internship Project and Viva-Voce

Students will be required to undertake a summer internship project of 6 weeks in any Business organisation at the end of the semester II. The internship report shall be submitted to the Department as Well as in the Organisation where they undergone the summer Internship. Evaluation shall be done in the semester III , wherein students will be required to make a presentation. Students will be evaluated on pre-defined criteria.

Course Code: MAN – 681 - Marketing Research

Course Objectives

- To develop an understanding of the scope, process, and role of marketing research in managerial decision-making.
- To enable students to define marketing problems and design structured research frameworks for business insights.
- To familiarize students with various research designs, data collection methods, and statistical tools used in marketing.
- To impart analytical ability for sampling, scaling, data analysis, and interpretation in real-world marketing contexts.
- To encourage students to prepare professional research reports and apply insights ethically for marketing and business strategies.

Course Outcomes (COs)

1. **CO1:** Explain the scope, process, and significance of marketing research, including competitive intelligence, reliability, validity, and the role of MIS in decision-making.
2. **CO2:** Define marketing research problems and develop appropriate research approaches and proposals to address specific marketing information needs.
3. **CO3:** Distinguish between various research designs (exploratory, descriptive, and causal), and apply qualitative techniques like focus groups and depth interviews in data collection.
4. **CO4:** Apply appropriate sampling methods, scaling techniques, and data collection strategies, and perform data editing, coding, and analysis using statistical tools.
5. **CO5:** Prepare and present marketing research reports and apply research insights to areas such as consumer behavior, advertising effectiveness, sales forecasting, and ethical decision-making.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO6	PO14
CO1	1	2		2		2	3	2	2
CO2	3	3	2		3	1	3	2	
CO3		3	3		2			3	
CO4		3	3	2		3	1		3
CO5	2	3		3		3	3	3	3

Course Content

Unit: I

Introduction: Meaning, classification of marketing research, Marketing research process, Marketing research and Competitive intelligence, Research reliability and validity; Problems in conducting marketing research; MIS; Ways of conducting marketing research; Syndicated research.

Unit: II

Marketing Research Process: Defining the problem and developing an approach, problem audit, determining information needs, developing marketing research proposal.

Unit: III

Research Design: Definition, classification, Difference between exploratory and conclusive research, Descriptive research, cross-sectional designs, longitudinal designs, causal research, Potential sources of error, elements of marketing research proposal, Exploratory Research design: Syndicated sources of secondary data, Big data,

Exploratory Research design: Qualitative research, Focus group interviews Advantages of focus group, Depth interview, Laddering, symbolic analysis,

Unit:IV

Sample Design and Field Work: Sampling types of sampling, determining sampling frame; Probability and non-probability sampling methods; Sample size determination; Methods of sample size determination, Field work and data collection – sampling and non-sampling errors.

Measurement and scaling: Fundamentals and Comparative scaling, nominal, ordinal and interval, ratio scale, Rank order scaling, non comparative scaling techniques, Scale evaluation: reliability, validity, relationship between reliability and validity

Questionnaire and form design Data editing, coding tabulation and graphical presentation, Univariate and multivariate data analyses techniques and their applications in marketing research; Report preparation, presentation and follow-up.

Unit:V

Report Preparation and presentation: Report format, letter of transmittal, letter of authorization, table of contents, limitations and caveats, hands on practical about SPSS

Marketing Research Applications: Consumer research–behaviour and motivation research, attitude measurement and scaling techniques; Product research; Advertising research, Marketing and sales forecasting; Sales analysis. Ethical issues in marketing research.

Suggested Readings:

1. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, Marketing research
2. Malhotra, Naresh K. and satyabhusan Dash, Marketing Research, Pearson
3. Cooper, Donald R. and Pamela S. Schindler, Marketing Research, TMH,
4. Paul E. Green, et.al., Research for Marketing Decisions, PHI
5. Donald S. Tull and Del I. Hawkins, Marketing Research: Measurement and Methods, PHI

Course Code: MAN – 682 – Consumer Behaviour

Course Objectives

- To understand the concept, scope, and significance of consumer behavior in marketing.
- To analyze the psychological, personal, and cultural determinants influencing consumer decision-making.
- To familiarize students with theories and models explaining consumer attitudes, motivation, and perception.
- To develop insights into group influence, innovation adoption, and opinion leadership in shaping consumer behavior.
- To enable the application of consumer behavior concepts to marketing decisions through case studies and real-world examples.

Course Outcomes (COs)

1. **CO1:** Explain the significance of consumer behavior and consumer research, and describe key decision-making models such as the black box model.
2. **CO2:** Analyze individual consumer characteristics such as personality, perception, and learning, and apply relevant psychological theories in marketing contexts.
3. **CO3:** Examine how attitudes, social class, cultural factors, and family structures influence consumer decision-making and evaluate various attitude formation models.
4. **CO4:** Assess opinion leadership, innovation adoption behavior, and interpret major models of consumer behavior including the Howard-Sheth, Nicosia, and EKB models.
5. **CO5:** Apply consumer behavior theories to real-life marketing situations through analysis of relevant case studies for strategic decision-making.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO9	PO22
CO1	2	1		2		3	3	2	3
CO2	3	3	3			3	3		
CO3				2		3		3	2
CO4	3	3	3	2	3			3	1
CO5		3		3	3		3	3	

Course Content

Unit - I

Consumer Behaviour–Significance of consumer behaviour, Teleology and deontology, Relevance of Consumer research, Consumer research process. Consumer Decision Making Process, Black box model

Unit - II

Personality – nature of personality, Theories of Personality: Trait Theory, Psychoanalytic and Neo-Freudian Theory. Self and Self-image,

Perception – sensation, Absolute threshold, differential threshold, Subliminal perception, Internal and External Factors, Perceptual Process and Marketing Implications.

Learning–Learning Process, Learning Theories and its Applications: Classical Conditioning, Operant Conditioning, Cognitive Theory.

Unit- III

Attitude: Attitude, meaning and Characteristics, Tri-component Model, Measurement of attitude, Attitude-toward behaviour model, theory of reasoned action model, attitude towards the ad model, Cognitive learning Theory, Cognitive Dissonance Theory, attribution theory,

Social class: Social Class and Culture–the process of social stratification, nature of Social Class, Social class lifestyles, Social Influence on Consumer Behaviour, Social class categories, Social class mobility, Family-Traditional family life cycle,

Unit - IV

Customer Decision making Process-Opinion leadership, Diffusion of innovation, adoption and adopter categories, adoption process, Rogers's model of innovation decision process, Innovator as an opinion leader

Models of consumer behaviour; Howard and Sheth model, Consumer decision Process model (CDP) model, Nicosia model, Engel-Kollat- Blackwell model (EKB)

Unit - V

Relevant Case Studies shall be provided to the students, based on the theoretical aspects and issues covered under the first four units.

Suggested Readings:

1. Engel, Blackwell: Consumer Behaviour
2. Leon G. Schiffman, Leslie Laser Kanuk: Consumer Behaviour
3. David Loudon & Della Bitta : Consumer Behaviour
4. Dell Hawkins, Rogers, Kenneth A Coney: Consumer Behaviour & Managerial Decision

Course Code: MAN – 683 – Talent Development

Course Objectives

- To understand the concept and significance of talent in modern organizations and differentiate it from skill, competency, and knowledge.
- To develop a strong conceptual base in talent acquisition, succession planning, and career management.
- To enhance understanding of digital tools, competency mapping, and learning interventions for talent development.
- To build awareness about employee retention, diversity, and emotional well-being for sustaining organizational performance.
- To integrate conceptual and practical insights through case studies and applications of talent development practices.

Course Outcomes (COs)

1. **CO1:** Understand the concept of talent and distinguish it from skill and knowledge, and explain the objectives and processes of talent management in organizations.
2. **CO2:** Describe talent acquisition strategies, employer branding, and evaluate the roles of training, career planning, and succession planning in talent maintenance.
3. **CO3:** Analyze strategies for developing talent through digital training, competency mapping, job redesign, and reward systems.
4. **CO4:** Evaluate the importance of talent retention practices, including mentoring, quality of work life, diversity management, and emotional well-being of employees.
5. **CO5:** Apply talent development concepts and strategies through case study analysis to improve human resource practices in real organizational contexts.

Mapping of Course Outcomes (

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO8	PO22
CO1		3	2				3	1	2
CO2	3		1	2		3	3		2
CO3	3	3		2	2	3		2	
CO4	2			3	3		2	3	
CO5		3	3		1	3		3	3

Course Content

Unit - I

Introduction: Talent-Concept and Overview; Objectives of managing talent; Difference between Talent, Skill, and Knowledge; Benefits of Talent Management, Key Processes of Talent Management

Unit - II

Talent acquisition and maintenance: Concept and process, employer branding, Concepts, Objectives, Features, Significance; role of training in Skill and Multi Skill Development; Career Planning- , Succession Planning.

Unit – III

Developing talent: integration of digital technology in employee training; Rewarding, Job redesigning- job enrichment, job enlargement; Concepts of Competence, Competency Assessment Tools; Competency Mapping

.

Unit – IV

Talent retention: Need; Mentoring; Quality of Work Life, Feeling and Sentiments analysis; Innovative Work Practices, Diversity Management

Unit-V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Pareek & Rao: Designing & Managing Human Resource System, IBH, New Delhi
2. Bhattacharya: Human Resource Planning, Excel Books, New Delhi.
3. Beardwell & Holden: Human Resource Management, McMillan India Ltd.
4. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice hall Inc.
5. Belkaoui, A.R. and Belkaoui, J.M.: Human Resource Valuation: A Guide to Strategic and Techniques, Greenwood, Quorum Books.

Course Code: MAN - 684 - International Human Resource Management

Course Objectives

- To understand the concept, nature, and scope of IHRM and its importance in multinational business operations.
- To develop cross-cultural sensitivity and global leadership skills for managing diverse workforces.
- To analyze international HR practices in recruitment, selection, training, performance appraisal, and compensation.
- To explore strategies for expatriate management, global industrial relations, and organizational development across borders.
- To apply IHRM concepts and models to real-world multinational contexts through case studies and simulations.

Course Outcomes (COs)

1. **CO1:** Explain the concept and objectives of International Human Resource Management and analyze cross-cultural theories and corporate structures in a global context.
2. **CO2:** Evaluate different IHRM approaches and understand variations in motivation, leadership, and communication across cultures.
3. **CO3:** Analyze HRM functions such as recruitment, selection, performance appraisal, and compensation as practiced in multinational organizations.
4. **CO4:** Examine strategies for managing cross-cultural teams, expatriate training and repatriation, and understand the global perspective on industrial relations and trade unions.
5. **CO5:** Apply international HRM concepts to practical scenarios through case study analysis, addressing cross-cultural challenges in global workforce management.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO9	PO17
CO1		3	2		1	1	2		3
CO2	3	3		2		3	3	2	
CO3	3		3	2	2	3		2	
CO4		2			3		2	3	3
CO5	2		3		3	2	3	3	

Course Content

Unit - I

Introduction: International HRM-Concept and Objectives; Understanding Culture and Cultural Diversity; Cross Cultural Theories- Hofstede's Theory; Types of Corporate Structures.

Unit – II

International Human Resource Management Approaches: Geocentric, Regiocentric, Ethnocentric, and Polycentric Approach; Motivational Factors Across the Cultures; Leadership Styles across Cultures; Cross Cultural Communication.

Unit - III

Human Resource Management Functions in Multinational Organizations: Recruitment: Sources; Selection- Methods of Selection for Overseas Assignments; Performance Management for International Staff; Compensation Management: Methods, Factors Affecting Salary Structures.

Unit - IV

Direction and Control: Managing Cross Cultural Teams- Strategies and Challenges; Culture Shock- Stages and Coping Strategies; Training and Development for Expatriates and International Staff; Managing Repatriation; Understanding Industrial Relations in International Perspective: Role of Trade Unions.

Unit V

Case Study: The List of the case studies shall be provided in the class.

Suggested Readings:

1. Dowling, P.J., Festing, M. and Engle, A.E. (2017). International Human Resource Management, New Delhi: Cengage Learning India Pvt Ltd.
2. Aswathappa, K. and Dash, S. (2017). International Human Resource Management. New Delhi: McGraw Hill India
3. Gupta, SC: Text book of International HRM, Macmillan India
4. Dipak Kumar Bhattacharya: Cross Cultural Management, Prentice Hall of India
5. RM Hodgetts, F. Luthans and JP Doh: International Management, Tata McGraw-Hill
6. Philip Harris, Robert Moran & Sarah Moran: Managing Cultural Differences, Elsevier

Course Code: MAN – 685 Security Analysis and Portfolio Management

Course Objectives

- To develop an understanding of investment environment and functioning of capital markets.
- To impart knowledge of fundamental and technical analysis for evaluating investment opportunities.
- To explain the risk-return trade-off and modern portfolio theory for optimal investment decisions.
- To familiarize students with asset pricing models and performance evaluation metrics.
- To enable students to apply portfolio management techniques through real-world financial case studies.

Course Outcomes (COs)

1. **CO1:** Understand the structure of security markets and evaluate risk-return trade-offs, asset allocation, and the importance of diversification.
2. **CO2:** Apply fundamental and technical analysis techniques, including economic, industry, and company analysis, as well as chart patterns and indicators.
3. **CO3:** Analyze market efficiency through the Efficient Market Hypothesis and apply modern portfolio theory including the Markowitz model for portfolio optimization.
4. **CO4:** Apply asset pricing models such as the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT) to assess securities and portfolio performance.
5. **CO5:** Evaluate portfolio performance using risk-adjusted measures like Sharpe, Treynor, Jensen, and Fama indices, and compare traditional, modern, and behavioral portfolio theories.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO6	PO21
CO1	3		2	2		3	3	2	
CO2	3	3					3		2
CO3		3	3	2		2		3	
CO4			2	2	2	3	3		3
CO5	2	2		3	3		3	3	

Course Content

Unit – I

Introduction: Overview of Security Market, Measures of risk and return; historical returns and associated risk measures. The relationship between risk and return. Stock Value & Returns – Time Preference for Money, Importance of asset allocation and diversification.

Unit – II

Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and company analysis. Technical Analysis: Technical Analysis: Meaning and Significance of Technical Analysis; Fundamental Analysis vs. Technical Analysis. Volume and Price Indicators. Charts Patterns and their interpretations. Dow Theory, Movements, Elliott Waves and Fibonacci Numbers.

Unit – III

Efficient Market Hypothesis: Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency. Implications of efficient capital markets. Portfolio Theory Portfolio Risk and Return, Effects of combining securities-Markowitz Model- Return optimization.

Unit - IV

Capital Asset Pricing Model (CAPM) -Capital market line, Security market line; Risk free lending and borrowing, Arbitrage Pricing Theory.

Unit – V

Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance

Suggested Readings:

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
5. Elton, Edwin J and Gruber, Martin J. : Modern Portfolio Theory and Investment Analysis, John Wiley, New York
6. Chandra, P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
7. Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

Course Code: MAN - 686 - Tax Planning and Management

Course Objectives

- To develop understanding of basic concepts, principles, and provisions of the Income Tax Act.
- To analyze taxable income computation under different heads and apply relevant sections for business decisions.
- To explain corporate tax planning, management, and avoidance–evasion distinctions.
- To apply tax-efficient decision-making techniques for managerial alternatives and business structures.
- To familiarize students with tax administration, assessment procedures, and legal compliance requirements.

Course Outcomes (COs)

1. **CO1:** Understand the basic concepts of income tax, residential status, and differentiate between exemptions and deductions under various sections of the Income Tax Act.
2. **CO2:** Compute taxable income under the heads of Business, Profession, and Capital Gains, and apply provisions related to depreciation, cost of acquisition, and exemptions.
3. **CO3:** Explain the concepts of corporate tax planning, tax avoidance vs. evasion, and analyze tax implications for capital structure and financial management decisions.
4. **CO4:** Evaluate tax planning strategies for managerial decisions such as lease vs. buy, make vs. buy, and assess tax benefits under SEZ and infrastructure development incentives.
5. **CO5:** Understand the powers and functions of Income Tax Authorities, and explain procedures for appeals, revisions, e-filing, and advance tax payments.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO16	PO21
CO1	2	3		1		3	1	2	2
CO2	3		3			3	3	1	
CO3	3		2	2		2	3		
CO4		2	3	3	2			3	3
CO5	2	3		3	3	3		3	3

Course Content

Unit –I :

Basic Concepts of Income Tax; heads of Income, sec. 14, Distinction between exemption and deduction, Residence and Tax Liability, Exempted Incomes under Sec. 10, Relief under Sec. 80.

Unit –II:

Computation of Income under the Head Business and Profession, Provisions related to Depreciation. Computation of Income under the Head Capital Gains: Short term and Long term gains, Capital Gains on Depreciable Assets, Various Provisions Relating to Cost of Acquisition and Exemptions under the Head Capital Gains.

Unit –III:

Corporate Tax Planning: meaning, essential features of Tax Planning, Distinction between Tax Avoidance and Tax Evasion, Tax Planning regarding Setting up New Business; with reference to form and nature, Nature and Forms of organizational of New Business.

Tax Planning and Financial Management Decisions: Tax Planning relating to Capital Structure Decisions, Dividend Policy, Inter- Corporate Dividend and Bonus Shares.

Unit- IV:

Tax Planning and Management Decisions: Own or Lease, types of leases, financial factors affecting lease or buy decisions, Make or Buy, Repair or Replace, Shut-down or continue.

Special tax provisions relating to SEZ: Infrastructure Sector and Backward areas. Tax incentives to SEZ undertakings and for exports

Unit – V:

Income Tax Authorities; Powers of CBDT, Appeals and Revision, Filing of Return including e-filing, Advance payment of tax.

Suggested Readings:

1. Rajeev Puri, Puja Gaur: Corporate Tax Planning, Kalyani Publication
2. Srinivas, E.A.: Corporate Tax Planning, TMH.
3. Prasad, Bhagwati: Income Tax Law and Practices.
4. Palkiwala, N.A, Palkiwala B.A.: Law & Practice of Income Tax, N.M. Tripathi,
5. Shah, D.A.: A Treatise on Tax Planning, N.M. Tripathi
6. Singhanian, V.K: Direct Taxes - Law and Practices, Taxman (P) Ltd.

Course Code: MAN 687 Decision Support and Business Intelligent Systems

Course Objectives:

- To provide a conceptual foundation of Decision Support Systems (DSS) and Business Intelligence (BI) and their strategic role in organizations.
- To familiarize students with analytical, artificial intelligence, and data mining tools used in decision-making.
- To develop the ability to design and implement intelligent systems for business decision support.
- To explore the use of Business Performance Management (BPM) and intelligent systems for organizational excellence.
- To enable students to apply DSS and BI techniques to real-world case studies for strategic, operational, and tactical decision-making.

Course Outcomes (COs)

1. **CO1:** Understand the evolution, components, and methodologies of Decision Support Systems (DSS) and Business Intelligence (BI), and analyze organizational decision-making processes.
2. **CO2:** Evaluate the application of advanced technologies such as Executive Information Systems, Expert Systems, Artificial Intelligence, Neural Networks, and Data Mining in decision-making.
3. **CO3:** Design, implement, and integrate effective Decision Support Systems using systems perspective and best practices, while exploring creativity in problem solving.
4. **CO4:** Analyze the role of Business Performance Management and emerging intelligent systems in enhancing business efficiency and strategic decision-making.
5. **CO5:** Apply theoretical knowledge of DSS and BI to real-world business problems through comprehensive case study analysis and solution development.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO18	PO22
CO1	1	2		2		3	1	2	2
CO2	3		3			1	3	1	1
CO3	2	1		2		2	3		
CO4		2	3	3	2			2	3
CO5	2		2	3	3			3	3

Course Content

Unit I: Foundations of Decision Support and Business Intelligence

- Overview of Decision Support Systems and Business Intelligence: Evolution and significance.
- Core Concepts of DSS: Methodologies, technologies, and tools.
- Understanding Decisions and Decision Makers: Types of decisions, role of decision-makers.
- Organizational Decision Processes: How decisions are made within organizations, challenges in organizational decision-making.
- Modeling Decision Processes: Techniques and approaches for effective decision modeling.

Unit II: Advanced Technologies in Decision Support

- Executive Information Systems (EIS): Components, uses, and benefits.

- Expert Systems and Artificial Intelligence: Foundations and applications in decision-making.
- Artificial Neural Networks: Application in predictive analytics and data mining.
- Advanced Data Mining Techniques: Focusing on text and web mining.
- Business Performance Management (BPM): Strategies, tools, and techniques for enhancing business performance.

Unit III: Design, Implementation, and Trends in Decision Support Systems

- Systems Perspective on DSS: Integrative approaches to designing DSS.
- Designing and Building Decision Support Systems: Best practices and methodologies.
- Implementing and Integrating Decision Support Systems: Challenges and solutions.
- Creative Decision Making and Problem Solving: Enhancing creativity in decision processes.
- Advanced Intelligent Systems: Exploration of cutting-edge intelligent systems technologies.
- Emerging Trends and Impact in Management Support Systems: Latest developments and their implications for future business strategies.

Unit - IV

Comprehensive Case Study equivalent to Two Units.

Note: A compulsory comprehensive case relating to the issues detailed under one or more of the first three units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issues / topics. The case study will be equivalent to Two units value.

Suggested Readings:

1. Turban, Efraim, Sharda, Ramesh E, & Delen, Dursun, Decision Support and Business Intelligence Systems, Prentice Hall.
2. Marakas, George M., Decision Support Systems, Prentice Hall.
3. Biere, Mike, Business Intelligence for the Enterprise, Pearson Education.
4. Sauter, Vicki L., Decision Support Systems for Business Intelligence, Wiley.

Course Code: MAN - 688 - Big Data Analytics

Course Objectives

- To introduce the foundational concepts of Big Data, analytics, and their strategic significance for modern organizations.
- To develop competency in data management and advanced analytical tools for processing and interpreting massive data sets.
- To enhance understanding of cloud-based analytics, distributed systems, and data visualization for business insights.
- To promote the application of programming languages and data frameworks such as Python, R, Hadoop, and Spark in analytics solutions.
- To equip students with the ability to analyze real-world data through practical case studies, simulations, and decision modeling exercises.

Course Outcomes (COs)

1. **CO1:** Understand the foundations and significance of Big Data and analytics, and differentiate between descriptive, predictive, and prescriptive analytics in a business context.
2. **CO2:** Apply advanced analytics techniques such as web data analysis, customer behavior prediction, and engagement metrics using tools like Hadoop, Spark, and NoSQL.
3. **CO3:** Utilize cloud-based predictive analytics platforms and Big Data technologies to develop scalable and efficient business solutions.
4. **CO4:** Analyze and apply appropriate Big Data tools and programming languages (e.g., Python, R) to drive business decisions, and evaluate the ROI of analytics initiatives.
5. **CO5:** Solve real-world business problems by integrating theoretical and practical insights through comprehensive case study analysis and analytics-based decision modeling.

Mapping of Course Outcomes

Course Outcomes	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO4	PO19	PO22
CO1		3	1		2	3	2	2	2
CO2	2		3			1	3	1	3
CO3	2	1		2	1	2		2	
CO4		2	2	2	2		1		2
CO5	2		2	3		3	2		2

Course Content

Unit I: Foundations of Big Data and Analytics-Introduction to Big Data: Definition, scope, and significance, Importance of Big Data in Modern Business: Case studies demonstrating Big Data impact, Overview of Analytics: Descriptive, predictive, and prescriptive analytics, Role of Big Data Analytics: Integration of analytics in business strategies.

Unit II: Advanced Analytics Techniques- Web Data Analytics: Techniques and tools for analyzing web data.Engagement Analytics: Metrics and methods for analyzing online user engagement, Customer Behavior Analysis: Techniques to derive the "Next Best Offer" for retail customers,Big Data Technologies: Tools and frameworks for data manipulation, storage, and analysis (e.g., SQL, NoSQL, Hadoop, Spark),Cloud-Based Predictive Analytics: Leveraging cloud technologies for scalable predictive analytics.

Unit III: Practical Applications of Big Data Analytics- Big Data Tools and Programming: Practical applications using Hadoop, Python, and R., Decision-Making through Analytics: Integrating analytics to improve organizational decision-making, Measuring Analytics ROI: Approaches to quantifying the return on investment in analytics, Business Models and Analytics: Identifying the right analytics model based on business type and needs.

Unit – IV

Comprehensive Case Study Equivalent to Two Units.

Note: A compulsory Comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issue/topic. The case study will be equivalent to Two units value.

Suggested Readings:

1. Davenport, Thomas N, Enterprise Analytics, New Delhi, Dorling Kindersley India Pvt. Ltd.
2. Baesens, Bart, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.
3. Manoochehri, Michael, Data Just Right: Introduction to Large-Scale Data & Analytics, Pearson.
4. Erl, Thomas, Khattak, Wajid, & Buhler, Paul, Big Data Fundamentals: Concepts, Drivers & Techniques, PHI.
5. Agneeswaran, Vijay Srinivas, Big Data Analytics Beyond Hadoop, Noida, Dorling Kindersley India Pvt. Ltd