PG DEPARTMENT OF COMMERCE AND BUSINESS ADMINISTRATION

SYLLABUS

for

MASTER OF BUSINESS ADMINISTRATION

(MBA)

(Under Credit Based Continuous Evaluation Grading System)

(Semester: I–IV)

Session:2026-27

The Heritage Institution

KANYA MAHA VIDYALAYA, JALANDHAR

(Autonomous)

Master of Business Administration (MBA)

Programme Outcomes (POs)

PO 01: Industry-Ready Professionals with Ethical Leadership – Cultivate management professionals equipped with business acumen, ethical values and a strong sense of social responsibility, ensuring their contribution to both industry and society.

PO 02: Strategic Managerial Decision-Making – Foster the ability to apply managerial knowledge and analytical frameworks to make effective decisions, driving sustainable business success.

PO 03: Entrepreneurial Development & Business Expansion – Enable graduates to establish and manage enterprises, facilitating sustainable growth, diversification, and innovation in entrepreneurship.

PO 04: Global & Local Business Awareness – Strengthen understanding of domestic and international business environments, empowering graduates to identify market opportunities, evaluate business functions, and explore entrepreneurial ventures.

PO 05: Business Analytics & Problem-Solving – Develop proficiency in data analysis, strategic decision-making, and functional expertise in marketing, finance, business strategy and human resources.

PO 06: Leadership & Team Management – Enhance leadership capabilities to manage teams across organizational boundaries, optimize diverse skill sets, and drive business success through effective collaboration and strategic decision-making.

Program Specific Outcomes (PSOs)

PSO 01: Comprehensive Business Understanding – Develop a thorough knowledge of core business functions, including finance, marketing, operations and human resources.

PSO 02: Strategic Decision-Making – Apply analytical and problem-solving skills to make informed business decisions in dynamic environments.

PSO 03: Application of Modern Management & IT Tools – Identify, integrate, and implement advanced management techniques, digital resources, and IT-driven solutions, to effectively address complex business challenges and dynamic industry boundaries.

PSO 04: Entrepreneurial and Leadership Skills – Cultivate leadership qualities and entrepreneurial acumen to drive innovation and business growth.

PSO 05: Ethical and Sustainable Business Practices – Promote ethical decision-making and sustainability in business operations.

PSO 06: Global Business Perspective – Understand international business trends and adapt strategies for global competitiveness.

PSO 07: Collaborative Team Management – Analyze and apply theories of team dynamics, motivation, inclusivity, and diversity to foster effective collaboration and leadership in organizational settings. Develop strategies to manage work teams efficiently while ensuring a supportive and inclusive work culture.

PSO 08: Professional Communication & Business Insights – Demonstrate proficiency in articulating complex business management concepts through clear and structured communication with industry and society. Develop the ability to craft compelling reports, presentations, and documentation while effectively conveying quantitative business assessments and strategic insights.

PSO 09: Strategic Project & Financial Management – Utilize business and management principles to plan, lead and execute projects effectively in multidisciplinary environments. Apply financial and strategic decision-making skills to optimize resource allocation and project outcomes in dynamic business contexts.

PSO 10: Lifelong Learning & Adaptive Growth – Cultivate a proactive approach to continuous learning, adapting to evolving business landscapes with resilience and innovation. Demonstrate the ability to independently acquire new knowledge and integrate emerging trends into business management practices.

Master of Business Administration
Two-Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2026-27

Semester-I
MANAGERIAL ECONOMICS
Course Code: MBAL-1171

Course outcomes:

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

CO1: understand the basic concepts of managerial economics and apply economic principles of demand and elasticity of demand.

CO 2: understand the utility analysis and indifference curve in decision making.

CO3: analyse and demonstrate knowledge of the basic theories of Production functions, cost functions and revenue analysis.

CO4: compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly.

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Session: 2026-27

Semester-I
MANAGERIAL ECONOMICS
Course Code: MBAL-1171

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Managerial Economics: Meaning, Nature, Scope and concepts.
Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance. **Elasticity of Demand:** Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Unit-II

Marginal Analysis: Law of diminishing marginal utility, law of equi-marginal utility.
Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.

Unit-III

Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory. **Revenue Curve:** Concept of Revenue, Different Types of Revenues and shapes.

Unit-IV

Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. Oligopoly: Cartels, Sweezy Model.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics–Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006
3. Mehta, P. L, Managerial Economics–Analysis, Problems and Cases, Sultan Chand & Sons, Delhi

4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi
5. Shapiro, Macro Economics, Galgotia Publications
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi
7. G.S Gupta, Managerial Economics, Tata McGraw Hill
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi

Note: Latest editions to be followed

Master of Business Administration
Two-Year Degree Programme
(Credit Based Continuous Evaluation Grading System)
Session: 2026-27

Semester-I
QUANTITATIVE METHODS FOR MANAGEMENT

Course Code: MBAL-1172

Course outcomes:

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

CO1: understand the concept of correlation and regression analysis, basics of probability theory and their applications.

CO2: understand probability theory and normality and its distribution concepts.

CO3: understand the concept of hypothesis testing and applications of sampling distributions.

CO4: learn linear programming problem, its formulation and solution through graphical and simplex methods and to build the best fit route of transportation for carrying schedule of activities.

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Session: 2026-27

Semester-I
QUANTITATIVE METHODS FOR MANAGEMENT
Course Code: MBAL-1172

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:

Eight Questions of equal marks are to be set (14 marks each), Two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Correlation and Regression Analysis: Simple, Partial and Multiple Correlation Coefficients, Simple and Multiple Regression (three variables only).

Elementary Probability Theory: Additive and Multiplicative Laws of Probability and their business applications.

Unit-II

Probability Distributions: Binomial, Poisson and Normal distributions, properties and applications.

Random variables: Concept, Discrete and Continuous Probability Distributions.

Practicals through SPSS/MS Excel.

Unit-III

Hypotheses: Null and Alternative Hypotheses, Type I and Type II errors.

Hypothesis testing — Parametric Tests: Z- Test, T- Test, F- Test, ANOVA (one way and two-way); Non-Parametric Tests: Chi Square Test

Practical through SPSS/MS Excel

Unit-IV

Linear Programming Problem: Definition, Characteristics, formulation of LPP, Solution by Graphic and Simplex Method; Business Applications of LPP.

Transportation Problems

Practical through SPSS/ Spreadsheet

Suggested Readings:

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi

4. Sharma, J.K., Business Statistics
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994
7. Vohra, N. D., Quantitative Techniques in Management

Note: Latest editions to be followed.

Master of Business Administration
Two-Year Degree Programme
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Session: 2026-27

Semester-I

ACCOUNTING FOR MANAGEMENT AND REPORTING

Course Code: MBAL-1323

Course Outcomes:
After the successful completion of this course, students will be able to:

CO1: apply basic accounting concepts and conventions in financial record-keeping and prepare financial statements.

CO2: explain the objectives of Cost Accounting and apply Marginal Costing, Break-Even Analysis and Budgetary Control for strategic decision-making and understand the concepts of Responsibility Accounting, Transfer Pricing and Activity Based Costing.

CO3: understand the concept and utilize tools such as common-size statements, comparative analysis, trend analysis and ratio analysis for performance evaluation.

CO4: understand the meaning and objectives of financial reporting and learn about various reporting practices.

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Semester-I

ACCOUNTING FOR MANAGEMENT AND REPORTING

Course Code: MBAL-1323

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Introduction to Accounting: Accounting as an Information System, Basic Accounting Concepts, Conventions and Principles, Scope of Accounting, Accounting Cycle, Role of Accountant in an Organisation, Conceptual Understanding of Financial, Cost and Management Accounting. **Understanding Financial Statements:** Preparation of Financial Statements (with adjustments)

Unit- II

Tools of Financial Statement Analysis: Common Size Financial Statements, Comparative Statements, Trend Analysis, Ratio Analysis

Unit- III

Cost Accounting: Cost and Cost Classification, **Marginal Costing:** Concept of Marginal Cost, Cost-Volume Profit Analysis, Break-Even Analysis, Applications of Marginal Costing. **Budgetary Control-**Types of Budgets, Preparation of Cash, Fixed and Flexible Budgets. **Responsibility Accounting:** Concept, Significance, Responsibility Centres. **Transfer Pricing, Activity Based Costing** (General Outline only)

Unit- IV

Financial Reporting and Reporting Practices: Meaning, Objectives, Principles and Environment of Financial Reporting.

Case Studies for Reference:
1. Apple Inc.'s Financial Statement Analysis

2. Nike: A case study examining Nike's Financial Accounting and Reporting.

Suggested Readings

1. Khan and Jain, Management Accounting, Tata McGraw
2. Jawahar Lal, Accounting for Management, Himalaya Publishing
3. Pandey, I.M, Essentials of Management Accounting, Vikas Publishing House
4. Shukla, M.C. and Grewal, T.S. Advanced Accounts Vol. I & Vol. II, S. Chand and Co.
5. Horngren, C. T., Sundem, G. L. and Stratton, W. O., Introduction to Management Accounting, Pearson Education
6. Elliott, B. and Elliott, J., Financial Accounting and Reporting, Pearson Gibson
7. Arora, M.N., Cost Accounting -Principles and Practice, Vikas Publishing House

Note: Latest editions to be followed.

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Semester-I

LEGAL AND BUSINESS ENVIRONMENT

Course Code: MBAL-1324

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Course Outcomes:

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

CO1: become conversant with the provisions of Indian Contract Act related to Fundamentals of Contract Laws.

CO2: identify the components of business environment, analyze the micro and macro environment, evaluate the basic features of the Indian economy and understand the objectives and features of NITI Aayog.

CO3: examine the impact of economic reforms such as liberalization, privatization and globalization on Indian Economy and evaluate consumer rights, understand the Consumer Protection Act, 1986 and assess the social responsibilities of businesses.

CO4: examine fiscal and monetary policy, understand FEMA and GST and analyze concepts like Balance-of-Payments, Balance-of-Trade, and Currency Convertibility.

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Semester-I

LEGAL AND BUSINESS ENVIRONMENT

Course Code: MBAL-1324

Time: 3 Hours | **Max. Marks: 100**
L-T-P | **Theory: 70**
4-0-0 | **CA: 30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Legal Aspects of Business: Fundamentals of Contract laws-Formation of Contracts, Principles of Contract Laws, Legality of Object and Consideration, Performance of contract, Discharge of contract, breach of contract, Quasi contracts, Agency, Principal-Agent Problem, Bailment, Pledge, Guarantee and Indemnity

Unit- II

Business Environment: Meaning, Types: Internal Environment, External Environment, Micro and Macro Environment.
Aspects of Economic Reforms: Liberalization; Privatization /Disinvestment of Public Enterprises, Globalisation and its Implications for India.

NITI Aayog: Objectives & Features

Unit- III

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India, Consumer Protection Act, 1986 with Latest Amendments
Social Responsibility of Business: Concept, Factors driving CSR, Latest Provisions of CSR in India according to Companies Act 2013, Models of CSR- Ackerman's Model, Archie Carroll Model, Wood's Model, Quazi and O'Brien's Two Dimensional Model

Unit- IV

Regulatory Policies of Government: Fiscal and Monetary Policy in India.
GST (Goods and Services Tax): Features, Impact of GST on Economy, Businessmen, Consumers and Government, Types of GST.
FEMA (Foreign Exchange Management Act): Salient Features of FEMA, Objectives of FEMA, Difference in FERA and FEMA
Concepts of Balance of Payments, Balance of Trade, Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Case Studies for Reference:

1. Life Insurance Corporation of India: The Undisputed Leader
2. The Franchising System at McDonald's
3. Coca-Cola: Customizing its Marketing and Promotional Strategies in various Countries

Suggested Readings:

1. Pollock and Mulla, The Indian Contract Act 1872, 16th Edition, LexisNexis India
2. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi
3. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi
4. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi
5. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi
6. V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
7. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi
8. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi

Note: Latest editions to be followed

Master of Business Administration
Two-Year Degree Programme
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Session: 2026-27
Semester-I
MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR
Course Code: MBAL-1325

Course Outcomes:

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

CO1: Explain the concepts, functions, principles, and evolution of management, and their application in contemporary organizations.

CO2: Analyze individual behavior in organizations through the study of perception, attribution, personality, and their impact on workplace effectiveness.

CO3: Evaluate motivational theories, leadership approaches, and decision-making processes for enhancing managerial and organizational performance.

CO4: Examine group dynamics, interpersonal relationships, power, politics, and team effectiveness for achieving organizational goals.

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Semester-I

MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Course Code: MBAL-1325

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Management: Concept, Functions, Roles and Skills, Manager's job and Management principles.

Schools/Historical background of Management: Early Classical Approach: (Fayol's approach, Scientific Management); Neo Classical/Behavioral Approach (Human Relations Approach, Early Advocates of Organizational Behavior and the Hawthorne Studies), Modern Management Approach, Quantitative, Systems and Contingency approaches.

Unit-II

Organizational Behavior (OB): Meaning, Challenges and Opportunities for OB.

Perception and Attribution: Concept, Factors Influencing Perception, Perceptual Process; Attribution Theory; Common Shortcuts in Judging Others.

Personality: Meaning, Determinants, Big Five Model, Other personality traits relevant to OB.

Unit-III

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory.

Leadership: Concept, Trait Theories, Behavioral Theories, and Contingency Theories: Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Participation Model; Contemporary Theories: Leader-Member Exchange Theory, Charismatic Leadership, Transactional and Transformational Leadership, and Servant Leadership.

Decision Making: Rational Model, Bounded Rationality and Intuition; Common Biases and Errors in Decision Making.

Unit-IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group/Team Development, Types of teams.

Analysis of Interpersonal Relationship: Transactional Analysis.

Power and Politics: Meaning, Bases of Power, Role of Dependence in Power Relationships, Power Tactics, Causes and Consequences of Political Behavior.

Suggested Case Studies

1. Starbucks: Employee Motivation and Customer Service
2. Toyota: Teamwork and Continuous Improvement
3. Zappos: Building a Strong Organizational Culture.
4. Nokia: Failure to Adapt to Change

Suggested Readings

1. Robbins, S. P., Judge, T. A., & Vohra, N. (Latest Edition). *Organizational Behavior*. Pearson Education.
2. Koontz, H., Weihrich, H., & Cannice, M. V. (Latest Edition). *Essentials of Management: An International and Leadership Perspective*. McGraw-Hill Education.
3. Luthans, F. (Latest Edition). *Organizational Behavior*. McGraw-Hill Education.
4. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
5. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, Tata Mc Graw-Hill, New Delhi.

Master of Business Administration
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Session: 2026-27
AUTOMATED SPREADSHEET MANAGEMENT
Semester-I
Course Code: MBAM- 1126

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: create, edit and print the worksheets.

CO2: work with Pivot Table and Create Scenarios and report interface components.

CO3: make effective use of formulae in worksheets and indicate the names and functions of the Excel.

CO4: enhance Excel workflows with AI-powered suggestions and automation.

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Session: 2026-27
Semester-I
AUTOMATED SPREADSHEET MANAGEMENT
Course Code: MBAM- 1126

Time: 3 Hours	**Max.Marks:100**
	Theory Marks:40
L-T-P	**Practical Marks:30**
2-0-2	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (8 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Creating Worksheet/Spreadsheets: Navigate in Worksheets and Workbooks, Customize Options and Views for Worksheets and Workbooks, Computations in a Worksheet, Printing the Worksheet, Creating of Tables and Graphs, Filter and Sort a Table, Auditing Worksheets, Apply Advanced Conditional Formatting.

Unit-II

Analyzing Data using Pivot Tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables.

Charts and slicers, Various Charts i.e. Bar Charts / Pie Charts / Line Charts, Using SLICERS, Filter data with Slicers

Analyzing and Organizing Data: Creating Scenarios, creating a Scenario Report, Working with Data Tables.

Unit-III

Summaries Data by using Functions and Formulas: Logical operations by using the IF, SUMIF and AVERAGEIF functions, Perform statistical operations by using the COUNTIF function , Format and Modify Text by using Functions, Apply Advanced Date and Time Functions, Troubleshoot Formulas, Look up data by using Functions, Math & Trig Functions, Statistical Functions, Text Functions, Logical Functions.

Data Validation: Number Date and Time Validation, Text and List Validation, Custom Validations based on formulae for cell.

Unit-IV

Hyper Linking Data: within Sheet / Workbook Linking & Updating links between workbooks & application.

AI Based Learning: AI-Powered Data Visualization in Excel, Automated Data Cleaning with AI, AI-Powered Pivot Tables, Smart Formula Suggestions Using AI, Real-World Applications of AI in Business Analytics with Excel

Suggested Readings:

1. McFedries. Paul, Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365),**Pearson Education India**.
2. Singh Hardeep, Sharma Anshuman, Fundamentals of Information Technology, **Lakhanpal Publishers**
3. Excel with Microsoft Excel: Comprehensive & Easy Guide to Learn Advanced MS Excel by **Naveen Mishra, Penman Books**
4. "Artificial Intelligence Fundamentals for Business Leaders" by **IAlmeida, AI Academy**

Note: Latest edition of books to be used.

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Semester-I

WORKSHOP ON BUSINESS COMMUNICATION

Course Code: MBAP-1327

Course Outcomes:

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

CO1: understand the basics of communication, learn the listening skills and presentation skills.

CO2: learn the skills of writing effective business messages, reports and proposals.

CO3: develop inter-personal communication skills.

CO4: learn resume writing skills and prepare for interviews.

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Semester-I

WORKSHOP ON BUSINESS COMMUNICATION

Course Code: MBAP-1327

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Practical: 35**
0-0-2	**CA: 15**

Instructions: The Students will prepare Practical file on the topics give in the syllabus. The examiner will evaluate the students on the basis of their performance in Practical Exam and Viva-Voce related to topics in the syllabus.

Unit-I

Communication in Organizations: Introduction to Business Communication, Basics of Communication (7Cs), Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills.

Unit- II

Written Communication: Planning and Executing Different Types of Messages, Writing Reports, Proposals and Business Plans, Improving Personal Writing Skills

Unit- III

Interpersonal Communication: Communicating in Teams, Negotiation Skills, Communication Skills during a Conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

Unit- IV

Career Management and Communication: Resume Writing and Cover Letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Suggested Readings:

1. Business Communication, Meenakshi Raman, Oxford University Press.
2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al., TMH
3. Business communication for managers, Penrose, Raspbery, Myers, Cengage
4. Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand
5. Business Communication Today (11thed.), Bovee, C., & Thill, J.V., & Raina, R.L., Pearson

Note: Latest editions to be followed

Master of Business Administration
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Semester-II

BUSINESS RESEARCH METHODOLOGY

Course Code: MBAL-2171

Course outcomes:

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

CO1: understand the concepts of business research, research process and research designs.

CO2: identify, use and interpret the results of comparative and non-comparative scaling techniques, questionnaire design and sampling techniques.

CO3: understand the data preparation, process analysis using regression analysis.

CO4: understand the concept of non-parametric test.

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Semester-II

BUSINESS RESEARCH METHODOLOGY

Course Code: MBAL-2171

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.
Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.

Unit-II

Measurement: Concepts, Levels-Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.
Scaling Designs: Comparative and Non-Comparative Scaling Techniques.
Questionnaire and Questionnaire Design Process
Sampling Design: Steps in Sampling Design, Probability Sampling Methods-Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods-Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling. Sampling and Non-Sampling Errors

Unit-III

Data Presentation: Tabulation, Cross Tabulation of Data, Data screening and Transformation.
Data analysis techniques: Multiple Regression and Logistic Regression
Practical through statistical software(s)

Unit-IV

Non Parametric Tests: Run Test for randomness of data, Mann Whitney U Test, Wilcoxon Matched Pairs Rank Test, Kruskul-Wallis Test, Kolmogorov-Smirnov Test
Practical through statistical software(s)

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida

Note: Latest editions to be followed

Master of Business Administration
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Semester-II

FINANCIAL MANAGEMENT

Course Code: MBAL-2322

Course Outcomes:

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

CO1: understand the meaning and nature of financial management, analyze key financial functions, evaluate financial planning approaches, including capitalization theories and identify various financial sources.

CO2: compute the cost of capital for different sources & the weighted average cost of capital and evaluate different capital structure theories.

CO3: apply time value of money concept and assess capital budgeting decisions & evaluate risk analysis in capital budgeting.

CO4: understand the significance and types of working capital, calculate the operating cycle period, estimate working capital requirements and develop cash management strategies.

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Semester-II

FINANCIAL MANAGEMENT

Course Code: MBAL-2322

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA:30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Financial Management: Meaning and Nature, Financial Goal-Profit vs. Wealth Maximization, Finance Functions-Investment, Financing, Liquidity and Dividend Decisions
Financial Planning: Capitalization and Theories of Capitalization
Instruments of Finance: Long Term and Short Term

Unit- II

Cost of Capital: Meaning and Significance of Cost of Capital, Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings, Combined Cost of Capital (Weighted).
Capital Structure: Conceptual Framework, Determinants, Theories of Capital Structure- Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage.

Unit- III

Time Value of Money
Capital Budgeting: Nature of Investment Decisions, Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria &Discounted Cash Flow Criteria, Risk Analysis in Capital Budgeting

Unit- IV

Management of Working Capital: Meaning, Significance and Types of Working Capital, Approaches of Working Capital, Calculating Operating Cycle Period and Estimation of Working Capital Requirements.
Management of Cash: Motives for Holding Cash, Objectives of Cash Management, Factors Determining Cash Needs, Basic Strategies of Cash Management, Cash Management Techniques

Case Studies for Reference:

1. ConocoPhillips
2. Hertz Global Holdings (A)
3. Global Cash Management Challenges at Electrocomponents plc

Suggested Readings:

1. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi.
2. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
3. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
4. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
5. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
6. Pandey, IM: Financial Management, Vikas Publishing House, Delhi.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.

Note: Latest editions to be followed

Master of Business Administration
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Semester-II

MARKETING MANAGEMENT

Course Code: MBAL-2323

Course Outcomes:

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

CO1: to clearly define and articulate the core concepts of marketing, including its importance, scope, and key components, analyze both the micro and macro facets of the marketing environment, and understand how marketing fits into broader corporate strategic planning, utilize Marketing Information Systems.

CO2: understand market segmentation, targeting, and positioning to achieve competitive advantage, capable of making informed product decisions including product mix, packaging, labelling, and branding and understand the lifecycle of products.

CO3: learn to develop sound pricing strategies, master the promotion mix, including personal selling, advertising, sales promotion, and public relations.

CO4: understand the fundamentals of supply chain decisions, including channel design, distribution, retailing, and wholesaling, stay abreast of emerging trends in marketing, and understand their practical applications.

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Semester-II

MARKETING MANAGEMENT

Course Code: MBAL-2323

Time: 3 Hours **Max.Marks:100**
Theory: 70
L-T-P **CA:30**
4-0-0

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections (A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance.

Marketing Environment and Competition: Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. Corporate Strategic Planning: Defining role of marketing strategies, marketing planning process.

Marketing Information System: Concept and Components. Consumer Behaviour: Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit- II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, **Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. New Product Development, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. Services Marketing and 7Ps framework.

Unit- III

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Promoting Product: Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

Unit- IV

Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/Viral Marketing, Customer Relationship Management (CRM), Global

Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding Bottom of Pyramid Marketing

Case Studies for Reference:

1. Tesla`s Marketing Revolution: Driving the Future of Mobility through Brand Advocacy
2. Zomato`s Acquisition of Blinkit: Swallowing a Poison Pill?
3. Online Grocery Delivery Strategy in India: Amazon Prime Now`s Transition to Amazon Fresh
4. Samsung India`s Rural Service Push: Venturing into New Avenues

Suggested Readings:

1. Kotler & Koshy, Marketing Management, Pearsons Education
2. Ramaswamy &Namakumari, Marketing Management, McMillian.
3. McMEtzel, Walker, Stanton, and Pandit, Marketing Management, Tata McGraw Hill
4. Kotler & Armstrong, Principles of Marketing, Prentice Hall
5. Biplab S. Bose, Marketing Management, Himalaya Publications
6. Rajan Saxena, Marketing Management, Tata McGraw Hill

Note: Latest editions to be followed

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Semester-II

HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-2324

Course Outcomes:

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

CO1: gain foundational knowledge in HRM, Strategic Human Resource Planning, and conduct Job Analysis and Evaluation.

CO2: develop the capability to design and implement effective recruitment and selection processes, identify training and development needs, and evaluate training effectiveness.

CO3: manage the complete employee lifecycle from performance appraisal to issues in employee separation and retention, and master modern appraisal techniques and job evaluation methods.

CO4: understand and apply principles of compensation management, including designing competitive remuneration structures and incentive programs, acquire the competence to manage workforce diversity.

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Semester-II

HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-2324

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM
Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process
Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis

Unit- II

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection
HR Training and Development: Concept and Need, Process of Training and Development Programme, Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training

Unit- III

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal
Job Evaluation: Meaning, Process and Methods of Job Evaluation

Unit- IV

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives. Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

Case Studies for Reference:

1. Unilever: Transforming Preliminary Hiring Through End-to-End AI-based Digital Process
2. Google`s G2G Training: Fostering the Learning Culture
3. Customer-centric Employee Training Programs: A Key Contributor to Best Buy`s Success
4. Swiggy`s Moonlighting Policy

Suggested Readings:

1. Durai, Pravin, “Human Resource Management,” New Delhi, Pearson.
2. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi,Thomson.
3. Aswathappa, K., “Human Resource Management”, Text and Cases. New Delhi, Tata McGraw-Hill.
4. Snell, Scott, and Bohlander, George, “Human Resource Management,” New Delhi, Cengage Learning.
5. Mamoriaand Rao, “Personnel Management”, New Delhi, Himalaya Publishing House.

Note: Latest editions to be followed.

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Semester-II

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBAL-2325

Course Outcomes:

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

CO1: understand the fundamental concepts of Operations Management, transformation process model and the roles & responsibilities of an operations manager, analyze facility location decisions and product design and development techniques.

CO2: analyze facility layout types, production planning and control concepts, capacity planning decisions, and the role of competitive priorities in enhancing operational capabilities.

CO3: know the key concepts and approaches in quality management, including quality characteristics, quality improvement tools and techniques, quality control models like Juran's Trilogy and Deming's principles, and modern quality initiatives such as TQM and Six Sigma.

CO4: develop understanding of lean and inventory management principles, including JIT production, Kanban systems, inventory control techniques, logistics and purchasing functions, and value analysis for efficient operations.

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Semester-II

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBAL-2325

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper Setter:
Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Operations Management: Concept, Functions, Transformation Process Model- inputs, process and outputs, Classification of operations, Responsibilities of Operations Manager

Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques, Product Design and Development – Product Design and its characteristics, Product Development Process, Product Development Techniques.

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout.

Unit- II

Production Planning & Control (**PPC**) –Concepts, Objectives, and Functions, Work study, Productivity, Method study.

Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

Unit- IV

Inventory Management: Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis.

Logistics Management- Types of Logistics, Principles of Logistics Management, Elements of

Logistics Management.
Purchasing Management – Objectives, Functions, Methods, Procedure.

Case Studies for Reference:

1. Pak Elektron Limited (Pel)
2. Consumer- Driven SixSigma at Ford
3. Domino's India Logistics Management
4. Toyota's JIT Revolution

Suggested Readings:

1. McGregor D, Operations Management, McGraw-Hill
2. Chary, Production and Operations Management, Tata McGraw-Hill
3. Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
4. Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
5. Nair, Production & Operations Management. Tata McGraw

Note: Latest editions to be followed

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Semester-II

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBAL-2326

Course Outcomes:

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

CO1: understand the fundamental concepts of entrepreneurship and know about the role of motivation, creativity and innovation in entrepreneurial journey.

CO2: learn about the ethical responsibilities of entrepreneurs, know about the role of entrepreneurship in economic development of a country and identify challenges and empowerment strategies for women and grassroots entrepreneurs.

CO3: develop understanding of intellectual property rights and legal considerations in entrepreneurship and develop the ability to prepare and implement a comprehensive business plan.

CO4: critically analyse various sources of entrepreneurial financing, including informal capital, angel investors and venture capital.

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Semester-II

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBAL-2326

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. problems faced by entrepreneurs in India, Entrepreneur v/s intrapreneur,
Understanding Entrepreneurship Perspective: Entrepreneurship Motivation, Developing Creativity and Understanding Innovation

Unit-II

Ethics and Social Responsibility of an Entrepreneur, Role of Entrepreneurship in Economic Development, Entrepreneurial Decision Process,
Women Entrepreneurs, working environment, challenges in the path of women entrepreneurs, empowerment, Grassroots entrepreneurs through self-help groups (SHG).

Unit-III

Protecting Ideas and Legal Issues for the Entrepreneur, Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up an Organization
Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan.

Unit-IV

Informal Capital: Friends & Family, Angel investors, Introduction to Venture Capitalists, Evaluation criteria employed by VCs, Selecting the right VC, Financing Mix and the Financing continuum, Shareholding, Cliff, Vesting schedule, Relative importance of Operational Involvement, Idea/patent, Driving force and capital infusion.

Case Studies for Reference:

1. Ecokaari: Up-cycling Waste Plastics into Fabrics
2. Rise and Fall of Zilingo: What Went Wrong?
3. Chai Sutta Bar: A Successful Model in the Tea Café Business in India
4. Wingreens-Empowering Women through Sustainable Livelihood

Suggested Readings:

1. Hisrich, R.D., Peters, M.P., & Shepherd, D.A. (2017). *Entrepreneurship* (10th ed.). New Delhi: Tata McGraw Hill
2. Reddy, P. Narayana. (2010). *Entrepreneurship: Text and Cases* (1st ed.). New Delhi: Cengage Learning India
3. Mohanty, S.K. (2005). *Fundamentals of Entrepreneurship*. New Delhi: PHI Learning Pvt. Ltd.
4. Hisrich, R.D., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2013). *Entrepreneurship*. New Delhi: Tata McGraw Hill
5. Shukla, M.B. (2007). *Entrepreneurship and Small Business Management*. Allahabad: Kitab Mahal Publishers
6. Shankar, R. (2012). *Entrepreneurship: Theory and Practice*. New Delhi: Tata McGraw Hill

Note: Latest editions to be followed

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Semester-II

MANAGERIAL EFFECTIVENESS LAB

Course Code: MBAP-2327

After successful completion of the course, students will be able to:

CO1: Demonstrate effective interpersonal skills and exhibit professional grooming, etiquette, and executive presence.

CO2: Apply leadership, decision-making, and emotional intelligence skills in workplace situations.

CO3: Perform confidently in interviews, group discussions, and professional interactions.

CO4: Prepare a personal development plan (PDP) for career growth

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Semester-II

MANAGERIAL EFFECTIVENESS LAB

Course Code: MBAP-2327

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Practical: 35**
0-0-2	**CA: 15**

Instructions for the Examiner:

1. Conduct a mock interview and/or group discussion as part of the practical examination.

2. Evaluate students on professional competence, communication effectiveness, confidence, and employability skills.

3. Verify the student's portfolio comprising resume, personal development plan, and activity records before awarding marks.

Distribution of Marks (35 Marks)

Component	Marks
Participation in Lab Activities	05
Group Discussion/Presentation	05
Mock Interview	10
Portfolio (Resume, PDP, Reflective Journal)	10
Viva-Voce	05
Total	**35**

Unit- I

Self-Management and Professional Development: Concept of Managerial Effectiveness, Self-Awareness and Self-Assessment (SWOT Analysis, Johari Window), Personality Development and Positive Attitude, Goal Setting and Personal Development Plan (PDP)**,** Time Management and Stress Management

Unit- II

Grooming and Emotional Intelligence: Business Etiquette and Corporate Grooming**,** Professional Email and Workplace Etiquette, Emotional Intelligence and Workplace Relationships

Unit- III

Leadership, Team Building and Managerial Decision Making: Leadership Styles and Managerial Roles, Team Dynamics and Team Building**,** Conflict Resolution and Negotiation Skills**,** Problem Solving and Decision Making**,** Ethical Behaviour and Professional Conduct

Unit- IV

Employability and Career Readiness: Resume and Cover Letter Preparation, Group Discussion Techniques**,** Interview Skills (HR, Technical and Situational Interviews)**,** Personal Branding and Networking**,** Career Planning and Corporate Expectations

Suggested Readings:

Books

1. Robbins, S. P. – Organizational Behavior
2. Covey, S. R. – The 7 Habits of Highly Effective People
3. Goleman, D. – Emotional Intelligence

Online Resources

1. Harvard Business Review
2. NPTEL/SWAYAM modules on soft skills and leadership

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Semester-II

HUMAN RIGHTS AND CONSTITUTIONAL DUTIES

(Value Added Course)

Course Code: VACH- 2401

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Theory: 35**
2-0-0	**CA: 15**

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Unit- -I

Introduction To Human Rights: Foundational Aspects: Meaning, Nature, Characteristic, Classification, International Framework: Constituents of the Universal Declaration of Human Rights (UDHR)

Unit- II

Indian Perspective Of Human Rights: Constitutional Realisation in India: Fundamental Rights (Part III, Constitution of India). Protective Mechanism in India: The composition, Powers and Functions of the National Human Rights Commission of India (NHRC).

Unit-III

Introduction To Human Duties: Conceptual Perspective: Meaning, Nature & Characteristics of Human Duties. Intellectual discourses: Classification of Human Duties; Relevance of Human Duties

Unit- – IV

Indian Perspective Of Human Duties: Constitutional Recognition in India: Fundamental Duties in Indian Constitution, Part IV A. Intellectual Discourse: Critical Analysis and Significance of Fundamental Duties

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Semester-III
BUSINESS ANALYTICS
Course Code: MBAL-3171

Course outcomes:

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

CO1: Understand the concepts, scope, tools, and applications of Business Analytics in various functional areas of business.

CO2: Apply Excel-based analytical techniques, functions, and data visualization tools for organizing, analyzing, and presenting business data.

CO3: Analyze business data using advanced Excel techniques such as data validation, filtering, Pivot Tables, and dashboard-oriented reporting for managerial decision-making.

CO4: Utilize basic statistical and analytical techniques through R Programming to interpret data, perform hypothesis testing, regression analysis, and support data-driven business decisions.

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Semester-III
BUSINESS ANALYTICS
Course Code: MBAL-3171

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit- I

Concept and evolution of Business Analytics: Types/ Scope of Business Analytics, Application of Business Analytics in different fields-Finance, Marketing, Production and Human resources, Software Support, Relationship of Data, Metrics and Key Performance
Indicators (KPIs), Understanding Data types, Data Sets, Big Data.

Unit- II

Introduction to Excel and Excel Add-ins: Understanding the components of Excel screen, Getting started, Formatting and summarizing data, Identifying the difference between a function and formula, Getting familiar with important Text, Statistical and Mathematical functions-(SUM, MIN, MAX, PERCENTILE, QUARTILE, IF...THEN, STDEV, AND AVERAGE, etc.), Lookup functions (VLOOKUP, HLOOKUP) for database queries, Data visualization: Creating Charts, editing & formatting of charts, Different types of Charts. Business Practical problems through EXCEL.

Unit-III

Data validation, Sorting & Filtering of Data: Advanced filtering, Using pivot tables: Creating and formatting pivot tables, Rearranging and adding fields, transforming, calculations in pivot tables, Slicing and Dicing data with pivot tables, Protecting worksheet & cells, Business Practical problems through EXCEL.

Unit-IV

Introduction to Statistical Softwares: Introduction to SPSS and R Studio, Importing files, Descriptive statistics, Statistical Inferences- Hypothesis Testing, Errors in Hypothesis Testing, Selecting the Test Statistic-T Test (one sample, independent sample and paired), ANOVA, Correlation and Linear regression, Business Practical problems through SPSS and software R.

Suggested Case Studies

1. Netflix: Data Analytics for Personalized Recommendations.
2. Amazon: Predictive Analytics and Customer Insights.

Suggested Readings:

1. Albright and Winston, Business Analytics, Cengage Publication.
2. James Evans-Business Analytics, Pearson Publication.
3. RN Prasad and Seema Acharya-Fundamentals of Business Analytics, Wiley India Publication.
4. Kumar Dinesh, Business Analytics: The Science of Data-Driven Decision Making. Wiley India Publication.
5. Motwani Bharti, R for data science, Wiley India Publication.

Latest Editions to be followed

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Semester-III
BUSINESS ETHICS AND SUSTAINABILITY
Course Code: MBAL- 3322

Course outcomes:

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

CO1: Explain the concepts, theories, and frameworks of business ethics and ethical decision-making.

CO2: Analyze ethical issues, corporate governance practices, and stakeholder responsibilities in business organizations.

CO3: Evaluate sustainability strategies, corporate social responsibility initiatives, and ESG practices in contemporary businesses.

CO4: Assess emerging challenges related to ethical leadership, responsible business conduct, AI ethics, and sustainable development.

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Semester-III
BUSINESS ETHICS AND SUSTAINABILITY
Course Code: MBAL-3322

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Foundations of Business Ethics: Concept, Nature and Importance of Ethics; Ethics, Values and Morality; Ethical Theories and Models; Ethical Decision-Making Frameworks; Ethical Issues in Business; Stakeholder Theory; Ethical Leadership; Organizational Ethics and Ethical Culture; Business Ethics in the Indian Context.

Unit-II

Corporate Governance and Corporate Social Responsibility: Corporate Governance: Meaning, Principles and Mechanisms; Role of Board of Directors and Independent Directors; Corporate Governance Reforms in India; Corporate Scandals and Lessons Learned; Corporate Social Responsibility (CSR): Concept, Scope and Evolution; CSR Framework under Companies Act, 2013; Stakeholder Management and Responsible Business Practices.

Unit-III

Sustainability and Sustainable Business Practices: Concept of Sustainability and Sustainable Development; Triple Bottom Line Approach (People, Planet and Profit); Environmental Sustainability; Circular Economy; Sustainable Supply Chain Management; ESG (Environmental, Social and Governance) Frameworks; Sustainable Development Goals (SDGs); Sustainability Reporting and Global Reporting Initiative (GRI).

Unit-IV

Contemporary Issues in Ethics and Sustainability: Ethics in Digital Business and Artificial Intelligence; Data Privacy and Cyber Ethics; Responsible Innovation and Technology Governance; Green Marketing and Green Finance; Climate Change and Business Responsibility; Diversity, Equity and Inclusion (DEI); Sustainable Entrepreneurship; Future Trends in Business Ethics and Sustainability.

Case Studies for Reference

1. **Tata Group: Ethics and Values-Based Leadership** – A case study examining ethical business practices, stakeholder trust, and corporate responsibility.
2. **Patagonia: Sustainability as a Competitive Strategy** – A case study analyzing environmental stewardship, sustainable innovation, and responsible business practices.
3. **Volkswagen Emissions Scandal** – A case study exploring ethical failures, corporate governance lapses, and sustainability challenges.

Suggested Readings

1. Velasquez, Manuel G., Business Ethics: Concepts and Cases, Pearson Education.
2. Fernando, A.C., Business Ethics and Corporate Governance, Pearson Education.
3. Murthy, C.S.V., Business Ethics and Corporate Governance, Himalaya Publishing House.
4. Hartman, Laura P., DesJardins, Joseph and MacDonald, Chris, Business Ethics: Decision Making for Personal Integrity and Social Responsibility, McGraw-Hill Education.
5. Mallin, Christine A., Corporate Governance, Oxford University Press.
6. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publications.

Note: Latest editions to be followed

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Semester-III

Group A- Finance
FINANCIAL RISK MANAGEMENT
Course Code: MBAL- 3323

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze various types of financial risks and their impact on organizational and financial performance.

CO2: Apply techniques for measuring and managing market and credit risks in financial institutions and business organizations.

CO3: Evaluate liquidity and operational risks and formulate appropriate risk mitigation strategies.

CO4: Develop risk management frameworks using regulatory guidelines, financial analytics, and emerging technologies such as AI and machine learning.

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Semester-III

Group A- Finance
FINANCIAL RISK MANAGEMENT
Course Code: MBAL-3323

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Financial Risk Management: Concept, Nature and Importance of Financial Risk Management; Risk and Return Framework; Types of Financial Risks—Market Risk, Credit Risk, Liquidity Risk, Operational Risk and Systematic Risk; Risk Management Process; Risk Governance and Risk Culture; Risk Measurement Techniques; Portfolio Risk and Diversification; Risk-Adjusted Performance Measures.

Unit- II

Market Risk and Credit Risk Management: Market Risk: Interest Rate Risk, Foreign Exchange Risk and Equity Risk; Value at Risk (VaR); Stress Testing and Scenario Analysis; Derivatives as Risk Management Tools—Forwards, Futures, Options and Swaps. Credit Risk Management: Sources and Types of Credit Risk; Credit Rating Systems; Credit Risk Measurement; Credit Scoring Models; Expected and Unexpected Losses; Credit Risk Mitigation Techniques.

Unit- III

Liquidity and Operational Risk Management: Liquidity Risk: Sources and Measurement of Liquidity Risk; Liquidity Gap Analysis; Asset-Liability Management (ALM); Funding Liquidity and Market Liquidity Risk. Operational Risk: Nature and Sources of Operational Risk; Risk Identification and Assessment; Internal Controls and Risk Monitoring; Business Continuity Planning; Fraud Risk Management; Cyber Risk and Technology Risk in Financial Institutions.

Unit- IV

Regulatory Framework, Analytics and Emerging Trends: Basel Accords—Basel I, Basel II and Basel III; Capital Adequacy and Risk-Based Supervision; Enterprise Risk Management (ERM); Risk Analytics and Financial Risk Modelling; Artificial Intelligence and Machine Learning in Risk Assessment; FinTech and Risk Management; ESG and Climate Risk; Emerging Trends and Future Challenges in Financial Risk Management.

Case Studies for Reference

1. **Barings Bank Collapse: Risk Management Failure** – A case study examining operational risk, internal control failures, and the consequences of inadequate risk monitoring.
2. **JPMorgan Chase "London Whale" Incident** – A case study analyzing market risk, derivative exposure, Value-at-Risk (VaR) limitations, and risk governance.
3. **ICICI Bank and Enterprise Risk Management Practices** – A case study exploring integrated risk management, credit risk assessment, and regulatory compliance in the Indian banking sector.

Suggested Readings:

1. Jorion, Philippe, *Financial Risk Manager Handbook*, Wiley.
2. Crouhy, Michel, Galai, Dan and Mark, Robert, *The Essentials of Risk Management*, McGraw Hill Education.
3. Saunders, Anthony and Cornett, Marcia Millon, *Financial Institutions Management: A Risk Management Approach*, McGraw Hill Education.
4. Chance, Don M. and Brooks, Robert, *An Introduction to Derivatives and Risk Management*, Cengage Learning.
5. Srivastava, Rajiv, *Financial Risk Management*, Oxford University Press.
6. Bhalla, V.K., *Risk Management and Insurance Planning*, S. Chand Publishing.

Note: Latest editions to be followed

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Semester-III

Group A- Finance
CAPITAL MARKETS AND INVESTMENT MANAGEMENT
Course Code: MBAL- 3324

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze the structure, functioning, and regulatory framework of capital markets and various investment instruments.

CO2: Apply fundamental and technical analysis techniques for valuation and investment decision-making.

CO3: Evaluate risk-return relationships and construct diversified portfolios using modern portfolio theories.

CO4: Develop investment strategies by integrating portfolio management concepts, financial technology, AI tools, and emerging market trends.

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Semester-III
Group A- Finance
CAPITAL MARKETS AND INVESTMENT MANAGEMENT
Course Code: MBAL-3324

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Introduction to Capital Markets and Investment Environment: Concept, Functions and Structure of Financial Markets; Money Market and Capital Market; Primary Market and Secondary Market; Stock Exchanges in India; SEBI and Regulatory Framework; Financial Instruments—Equity Shares, Preference Shares, Bonds, Debentures, Mutual Funds, ETFs and Derivatives; Investment Process; Investment Avenues; Risk and Return Concepts.

Unit-II

Security Analysis and Valuation: Fundamental Analysis: Economy Analysis, Industry Analysis and Company Analysis (EIC Approach); Financial Statement Analysis and Ratio Analysis; Technical Analysis: Dow Theory, Chart Patterns, Moving Averages and Market Indicators; Valuation of Equity Shares, Bonds and Preference Shares; Efficient Market Hypothesis and Behavioral Finance.

Unit-III

Portfolio Management and Investment Strategies: Portfolio Theory and Diversification; Risk and Return of Portfolio; Markowitz Portfolio Theory; Efficient Frontier; Capital Asset Pricing Model (CAPM); Security Market Line (SML); Capital Market Line (CML); Arbitrage Pricing Theory (APT); Portfolio Construction, Revision and Evaluation; Mutual Fund Performance Evaluation.

Unit-IV

Contemporary Developments in Capital Markets: Derivatives and Risk Management; Futures, Options and Swaps; Alternative Investments; Investment Banking and Wealth Management; FinTech and Digital Investment Platforms; Algorithmic Trading; Artificial Intelligence and Machine Learning in Investment Decisions; ESG and Sustainable Investing; Global Capital Markets and Emerging Trends.

Case Studies for Reference

1. **Reliance Industries Ltd.: Capital Raising and Market Performance** – A case study examining capital market instruments, investor confidence, and wealth creation.
2. **LIC IPO: India's Largest Public Issue** – A case study analyzing the IPO process, valuation, pricing strategies, and investor response.

Suggested Readings:

1. Chandra, Prasanna, Investment Analysis and Portfolio Management, McGraw-Hill Education.
2. Bhalla, V.K., Investment Management and Portfolio Management, S. Chand Publishing.
3. Avadhani, V.A., Capital Market Management, Himalaya Publishing House.
4. Fabozzi, Frank J., *Capital Markets: Institutions and Instruments*, Pearson Education.
5. Bhole, L.M. and Mahakud, J., *Financial Institutions and Markets: Structure, Growth and Innovations*, McGraw-Hill Education.

Note: Latest editions to be followed

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Semester-III

Group B- Marketing
CONSUMER BEHAVIOUR
Course Code: MBAL- 3325

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze consumer decision-making processes and the psychological factors influencing consumer behavior.

CO2: Evaluate the impact of social, cultural, and digital environments on consumer attitudes and purchase decisions.

CO3: Apply consumer behavior theories and research techniques to generate actionable marketing insights.

CO4: Develop customer-centric marketing strategies using consumer analytics, artificial intelligence, and emerging technologies.

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Semester-III

Group B- Marketing
CONSUMER BEHAVIOUR
Course Code: MBAL- 3325

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Consumer Behavior: Consumer Behavior: Concept, Nature, Scope and Applications; Consumer Decision-Making Process; Models of Consumer Behavior; Consumer Research and Consumer Insights; Market Segmentation, Targeting and Positioning; Consumer Value, Satisfaction and Loyalty; Emerging Trends in Consumer Behavior.

Unit- II

Psychological Foundations of Consumer Behavior: Consumer Motivation and Needs; Personality and Self-Concept; Consumer Perception; Learning and Memory Processes; Attitudes and Attitude Change; Values, Lifestyle and Psychographics; Behavioral Economics and Consumer Decision Biases; Consumer Well-being and Ethical Consumption.

Unit- III

Social, Cultural and Digital Influences on Consumers: Family, Reference Groups and Opinion Leadership; Social Class and Consumer Behavior; Culture, Subculture and Cross-Cultural Consumer Behavior; Consumer Identity and Brand Communities; Social Media Influence and Influencer Marketing; Digital Consumer Journey and Omni channel Consumer Behavior; Consumer Privacy and Data Ethics.

Unit- IV

AI, Analytics and Future of Consumer Behavior: Consumer Analytics and Big Data Applications; Artificial Intelligence in Consumer Research and Marketing; Predictive Analytics and Personalization; Recommendation Systems and Chatbots; Customer Experience Management (CXM); Sustainable and Green Consumer Behavior; Virtual Reality (VR), Augmented Reality (AR) and Future Consumer Trends.

Case Studies for Reference

1. **Starbucks: Understanding Consumer Experience and Brand Loyalty** – A case study examining consumer perception, customer engagement, and experiential marketing.
2. **Apple Inc.: Consumer Buying Behaviour and Brand Preference** – A case study analyzing consumer decision-making, brand loyalty, and premium product positioning.
3. **Netflix: Personalization and Consumer Behaviour in the Digital Age** – A case study exploring consumer preferences, recommendation systems, and digital consumption patterns.

Suggested Readings

1. Schiffman, Leon G., Wisenblit, Joseph and Kumar, S. Ramesh, *Consumer Behaviour*, Pearson Education.
2. Solomon, Michael R., *Consumer Behavior: Buying, Having and Being*, Pearson Education.
3. Hawkins, Del I., Mothersbaugh, David L. and Best, Roger J., *Consumer Behavior: Building Marketing Strategy*, McGraw-Hill Education.
4. Blackwell, Roger D., Miniard, Paul W. and Engel, James F., *Consumer Behavior*, Cengage Learning.
5. Satish K. Batra and Kazmi, S.H.H., *Consumer Behaviour*, Excel Books.
6. Suja R. Nair, *Consumer Behaviour in Indian Perspective*, Himalaya Publishing House.

Note: Latest editions to be followed

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Session: 2026-27
Semester-III
Group B- Marketing
SERVICE MARKETING
Course Code: MBAL- 3326

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze the distinctive characteristics of services and their implications for marketing strategies and customer value creation.

CO2: Evaluate service quality, customer satisfaction, and customer experience using contemporary service management frameworks.

CO3: Apply digital technologies, customer analytics, and AI-enabled tools to enhance service delivery and customer engagement.

CO4: Develop innovative and sustainable service marketing strategies by integrating service design, relationship management, and emerging technological trends.

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Semester-III
Group B- Marketing
SERVICE MARKETING
Course Code: MBAL-3326

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Services Marketing: Introduction to Services Marketing: Nature, Scope and Importance of Services; Goods versus Services; Service Sector and Economic Development; Classification of Services; Service Marketing Mix (7Ps); Service Characteristics and Marketing Challenges; Consumer Behavior in Services; Service Encounter and Service-Dominant Logic; Emerging Trends in Services Marketing.

Unit- II

Service Design, Delivery and Customer Experience: Service Design and Blueprinting; Service Delivery Systems; Service Quality and Customer Satisfaction; GAP Model of Service Quality; SERVQUAL Model; Customer Expectations and Perceptions; Customer Experience Management (CXM); Internal Marketing and Employee Engagement; Service Recovery and Complaint Management.

Unit- III

Digital Services and Technology-Enabled Marketing: Digital Transformation in Services; E-Services and Online Service Platforms; Omnichannel Service Delivery; Relationship Marketing and Customer Relationship Management (CRM); Artificial Intelligence in Services Marketing; Chatbots and Virtual Assistants; Service Automation and Self-Service Technologies; Managing Customer Relationships in the Digital Era.

Unit- IV

Strategic Service Management and Future Trends: Service Branding and Positioning; Service Innovation and New Service Development; Pricing Strategies for Services; Managing Service Capacity and Demand; Service Productivity and Performance Measurement; Service Analytics and Key Performance Indicators (KPIs); Sustainable Service Marketing; AI-Driven Customer Experience.

Case Studies for Reference

1. **Taj Hotels: Delivering Excellence in Service Quality** – A case study examining customer satisfaction, service quality dimensions, and relationship marketing in the hospitality sector.
2. **Amazon Prime: Enhancing Customer Experience through Service Innovation** – A case study analyzing service delivery, customer engagement, and digital service excellence.
3. **HDFC Bank: Service Quality and Customer Relationship Management** – A case study exploring service recovery, customer retention, and technology-enabled banking services.

Suggested Readings

1. Zeithaml, Valarie A., Bitner, Mary Jo and Gremler, Dwayne D., *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw-Hill Education.
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, *Services Marketing: People, Technology and Strategy*, Pearson Education.
3. Hoffman, K. Douglas and Bateson, John E.G., *Services Marketing: Concepts, Strategies and Cases*, Cengage Learning.
4. Rao, K. Rama Mohana, *Services Marketing*, Pearson Education.
5. Nargundkar, Rajendra, *Services Marketing: Text and Cases*, McGraw-Hill Education.

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Semester-III

Group C- Human Resource Management
ORGANIZATION CHANGE AND DEVELOPMENT
Course Code: MBAL-3327

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze the concepts, theories, and models of organizational change and development in contemporary organizations.

CO2: Evaluate various organizational development interventions and their effectiveness in improving organizational performance and employee engagement.

CO3: Apply leadership, communication, digital transformation, and AI-driven approaches to facilitate successful organizational change.

CO4: Develop organizational change and development strategies using diagnostic tools, analytics, and emerging practices to address future organizational challenges.

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(Credit Based Continuous Evaluation Grading System)
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Semester-III

Group C- Human Resource Management

ORGANIZATION CHANGE AND DEVELOPMENT

Course Code: MBAL-3327

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Organizational Change and Development: Concept, Nature, Scope and Significance of Organizational Development (OD); Evolution of OD; Planned Change and Change Management; Forces for Change in Organizations; Models of Organizational Change—Lewin's Three-Step Model, Action, Kotter's Eight-Step Change Model; Resistance to Change and Strategies for Overcoming Resistance.

Unit- II

Organizational Development Interventions: OD Interventions: Human Process Interventions, Team Building, Sensitivity Training, Survey Feedback, Third-Party Interventions; Human Resource Management Interventions; Strategic Change Interventions; Employee Engagement and Well-being during Organizational Change; Diversity, Equity and Inclusion (DEI) in Change Initiatives.

Unit- III

Leadership and Change in the Digital Era: Role of Leadership in Managing Change; Transformational and Change Leadership; Building Learning Organizations; Organizational Learning and Knowledge Management; Digital Transformation and Organizational Change; Artificial Intelligence and Automation in Organizations; AI-driven Decision Making; Change Communication Strategies; Managing Virtual and Hybrid Workforces.

Unit- IV

Contemporary Issues in Organizational Development: Diagnosis of Organizational Problems; Organizational Effectiveness and Performance Improvement; Culture Change and Organizational Renewal; Agile Organizations and Continuous Change; AI-enabled Organizational Diagnostics; Future of Work and Workforce Transformation; Ethical Issues in Organizational Change and Development; Sustainability and Green Organizational Development.

Case Studies for Reference

1. **Microsoft's Organizational Transformation under Satya Nadella** – A case study examining cultural change, leadership intervention, innovation, and organizational renewal.
2. **Netflix: Reinventing Organizational Culture** – A case study analyzing organizational development through employee empowerment, agility, and performance-driven culture.
3. **IBM's Digital Transformation Journey** – A case study exploring change management, workforce reskilling, and organizational adaptation in response to technological disruption.

Suggested Readings

1. Cummings, Thomas G. and Worley, Christopher G., *Organization Development and Change*, Cengage Learning.
2. French, Wendell L. and Bell, Cecil H., *Organization Development: Behavioral Science Interventions for Organization Improvement*, Pearson Education.
3. Anderson, Donald L., *Organization Development: The Process of Leading Organizational Change*, Sage Publications.
4. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika, *Organizational Behavior,* Pearson Education.
5. Luthans, Fred, *Organizational Behavior*, McGraw Hill Education.
6. Pareek, Udai, *Organization Development and Transformation*, Oxford University Press.

Note: Latest editions to be followed

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Semester-III

Group C – Human Resource Management
TALENT ACQUISITION AND WORKFORCE PLANNING
Course Code: MBAL- 3328

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: analyze the strategic role of talent acquisition and workforce planning in aligning human capital with organizational goals and future workforce requirements.

CO2: evaluate talent sourcing, employer branding, recruitment marketing, and diversity-focused hiring strategies for attracting and acquiring high-quality talent.

CO3: apply contemporary selection, assessment, and onboarding practices, including competency-based recruitment, AI-enabled screening, interviews, and candidate experience management, to enhance hiring effectiveness.

CO4: develop strategic workforce planning solutions using workforce analytics, forecasting techniques, succession planning, talent retention strategies, and emerging technologies to address future organizational challenges.

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Semester-III

Group C- Human Resource Management
TALENT ACQUISITION AND WORKFORCE PLANNING
Course Code: MBAL-3328

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I
Strategic Talent Acquisition: Evolution of Talent Management and Talent Acquisition, Strategic HRM and Workforce Planning, Talent Acquisition vs Recruitment and Talent Supply Chain Management
Workforce Planning: Workforce Segmentation, Strategic Alignment of Talent with Business Goals and Future of Work and Talent Ecosystems

Unit-II
Talent Sourcing: Talent Attraction Strategies, Diversity, Equity and Inclusion (DEI) Hiring.
Employer Branding and Recruitment Marketing: Meaning, Employer Branding and EVP (Employee Value Proposition), Social Media Recruiting, LinkedIn and Digital Recruitment Platforms, Recruitment Marketing and Gig Workforce and Freelance Talent Acquisition

Unit-III
Selection and Assessment: Competency-Based Recruitment, AI-enabled Screening, Selection Structured and Behavioral Interviews, Assessment Centers.
Onboarding: Candidate Experience Management, Onboarding and Organizational Socialization and Measuring Quality of Hire

Unit-IV
Workforce Analytics and Forecasting: Workforce Planning Process, Demand and Supply Forecasting, Trend Analysis, Succession Planning, Skills Gap Analysis, HR Dashboards.
Strategic Workforce Planning for Future Organizations: Talent Retention Strategies, Employee Engagement and Experience, Talent Reviews and Succession Planning, Global Workforce Management, AI Automation and Future Skills, and Agile Workforce Planning.

Case Studies for Reference

1. **Google's Talent Acquisition Strategy** – A case study examining data-driven recruitment, employer branding, and talent selection practices.
2. **Unilever's AI-Enabled Recruitment Process** – A case study analyzing the use of artificial intelligence, gamification, and digital assessment tools in talent acquisition.
3. **Tata Consultancy Services (TCS): Workforce Planning for Digital Transformation** – A case study exploring strategic workforce planning, skill mapping, and future talent requirements.

Suggested Readings

1. Joshi, Gowri and Ohri, Veena, *Talent Management*, Cengage Learning.
2. Sparkman, Ross, *Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth*, Kogan Page.
3. Berger, Lance A. and Berger, Dorothy R., *The Talent Management Handbook*, McGraw- Hill Education.
4. Phillips, Jean M. and Gully, Stanley M., *Strategic Staffing*, Pearson Education.
5. Dessler, Gary, *Human Resource Management*, Pearson Education.
6. Kalyani Mohanty and R.P. Mohanty, *Human Resource Planning and Talent Management*, Excel Books.

Note: Latest editions to be followed

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Semester-III

VIVA-VOCE (Based on Industrial Training)
Course Code: MBAI- 3329

Course Outcomes:

Upon successful completion of the Viva-Voce, students will be able to:

CO1: Demonstrate understanding of organizational functions, processes, and industry practices observed during industrial training.

CO2: Apply management concepts, tools, and techniques to analyze real-world business situations.

CO3: Evaluate organizational issues and formulate practical recommendations based on training experiences.

CO4: Effectively communicate professional learning, project outcomes, and managerial insights gained during industrial training.

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Semester-III
VIVA-VOCE (Based on Industrial Training)
Course Code: MBAI-3329

Max. Marks: 50

L-T-P
0-0-2

Course Objectives

The Viva-Voce based on Industrial Training aims to assess students' understanding of organizational practices, application of management concepts, analytical abilities, problem-solving skills, and professional learning gained during industrial training.

Instructions:

1. Every student shall undergo Industrial Training/Internship in an organization approved by the department for a minimum duration as prescribed by the institute.
2. Students shall submit a comprehensive Industrial Training Report duly certified by the organization and faculty supervisor.
3. The Viva-Voce examination shall be conducted by an External Examiner and/or an Internal Examiner.
4. Students shall make a presentation on their training experience, project work, findings, and recommendations before the viva examination.
5. Evaluation shall focus on practical exposure, analytical skills, application of management concepts, professional learning, and communication abilities.

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Semester-III

UNIVERSAL HUMAN VALUES: UNDERSTANDING HARMONY-II

(Value Added Course)

Course Code: MBAL- 3401

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Unit -I

Development of Holistic Perspective through Universal Human Values

a) Recapitulation from universal human values and its implications for holistic development. Self-Exploration- Meaning, Content, Process (Natural Acceptance and Experiential validation).

b) Human Aspirations- Concept, Requirements (Right understanding, relationship- and physical facility) and methods for fulfilment of aspirations, Critical appraisal of human aspirations to achieve happiness and prosperity.

Unit- II

Harmony in Human Beings and Human-Human Relationship

a) Human being as a co-existence of self and body: Characteristics of self, needs of self and body, Body as an instrument of self, Harmony of self with body: Sanyam and Health, Programs to ensure Sanyam & Health.

b) Human-Human Relationship: Universal Values in Human-Human relationship, Programmes for fulfilment of values, Trust & Intention, Respect & Differentiation, Harmony in society: Undivided Society, Universal order, family to world family for Achieving comprehensive human goals (Resolution, Prosperity, fearlessness & Co-existence).

Unit- III

Harmony in Nature and Existence

a) Understanding harmony in the Nature, Holistic perception of harmony at all levels of existence. Film on home to be used for balance / imbalance in nature.

b) Importance of Yoga in daily life; Ashtang Yoga (Eight stages of Yoga) and benefits of Asanas, Pranayama and Concentration.

Unit- IV

Harmony on Professional Ethics

a) Natural acceptance of human values, Humanistic Education, Humanistic Constitution, Humanistic Universal order and Ethical Human Conduct.

b) Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order, identify the scope and characteristics of people friendly and eco-friendly production systems, identify and develop appropriate technologies and management patterns for above production systems.

Tutorials/ Sessional Work

- Discussion/presentation on living in relationship, harmony and co-existence.
- Reflection on prosperity v/s accumulation.
- Reflections on relationships in family, hostel and institute as extended family, real life examples, teacher-student relationship.
- Reflect the importance of Ashtang Yoga in human life.
- Enlist the causes of imbalance in nature caused by human being.
- Case Studies on typical holistic technologies, management models and production systems.

Reference Books:

1. Andrews, C. (2006). Slow is Beautiful: New Vision of Community-y, Leisure and Joie De Vivre. New Society Publishers Paperback in English.
2. Azad, M.A.K. (1988). India Wins Freedom. Madras: Orient Longman Limited.
3. Dharampal. (2003). Rediscovering India. New Delhi: Society for Integrated Development of Himalayas.
4. Gandhi, M.K. (1921). Hind Swaraj or Indian Home Rule. Madras: Navajivan Publishing House.
5. Gandhi, & Desai, M. H. (1993). An autobiography: the story of my experiments with truth. American ed. Boston, Beacon Press.
6. Kumarappa, J.C. (1984). Economy of Permanence. Sarva-Seva-Sangh-Prakashan: Rajghat, Varanasi. 7. Leonard, A. (2007). The story of stuff. Widescreen format. [Berkeley, Calif.], Free Range Studios.
8. Nagraj, A. (1999). Jeevan Vidya: EkParichaya, Jeevan Vidya Prakashan, Amarkantak. Ajab Distributer.
9. Rolland, R. (1930). Mahatma Gandhi. London: George Allen & Unwin Ltd. Museum Street.
10. Rolland, R. (1961). The Life of Vivekananda and the Universal Gospel. Utter Pradesh: Swami Vireswarananda.

Outcomes of the Course:

By the end of the course, students are expected to become more

• Aware of themselves, and their surroundings (family, society, nature);

• Responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind

. • Critical thinkers.

• Sensitive to their commitment towards what they have understood (human values, human relationship and human society)

. • Competent to apply what they have learnt to their own self in real life settings

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Semester-III

ENVIRONMENTAL STUDIES

(Value Added Course)

Course Code: VACE- 3221

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Theory: 20**
1-0-2	**Practical: 15**
	CA: 15

Instructions for the Paper Setter:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

UNIT- I

1. **The multidisciplinary nature of environmental studies**
   • Definition, scope and importance, Need for public awareness
2. **Natural Resource and associated problems**
   • Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
   • Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
   • Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
   • Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
   • Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.
   • Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. a) Role of an individual in conservation of natural resources. b) Equitable use of resources for sustainable lifestyles

UNIT- II

3. Ecosystems

- Concept of an ecosystem
- Structure and function of an ecosystem
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession
- Food chains, food webs and ecological pyramids.

4. Biodiversity and its conservation

- Introduction, types, characteristic features, structure and function of the following ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)
- Introduction – Definition: genetic, species and ecosystem diversity
- Biogeographical classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values.
- Biodiversity at global, national and local levels
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts
- Endangered and endemic species of India
- Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

UNIT –III

5. Environmental Pollution

- Definition, causes, effects and control measures of Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear pollution
- Solid waste management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution
- Pollution case studies
- Disaster management: floods, earthquake, cyclone and landslides.

6. Social Issues and the Environment

- From unsustainable to sustainable development
- Urban problems and related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns.Case studies
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- Waste land reclamation
- Consumerism and waste products
- Public awareness.

UNIT–IV

7. **Human Population and the Environment**
 • Population growth, variation among nations
 • Population explosion – Family Welfare Programmes
 • Environment and human health
 • Human Rights
 • Value Education
• HIV / AIDS
 • Women and Child Welfare
 • Role of Information Technology in Environment and Human Health 8. Introduction to Environmental Laws, Environmental Audit and Impact Assessment
 • Constitutional provisions- Article 48A
 • Article 51A(g) and other derived environmental rights
 • Environmental Protection Act, 1986
 • Air (Prevention and Control of Pollution) Act, 1981
 • Water (Prevention and control of Pollution) Act, 1974
 • Wildlife Protection Act
 • Forest Conservation Act
• Issues involved in enforcement of environmental legislation
• Environmental risk assessment, Pollution control and management
 • Waste Management- Concept of 3R (Reduce, Recycle and Reuse)
• Ecolabeling /Ecomark scheme

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Semester-IV
ARTIFICIAL INTELLIGENCE IN BUSINESS
Course Code: MBAL-4111

Course outcomes:

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

CO1: Explain the concepts, techniques, applications, and emerging trends of Artificial Intelligence and related technologies in the business environment.

CO2: Analyze the role of Artificial Intelligence and Data Science in improving decision-making across key business functions such as marketing, finance, human resource management, operations, and supply chain management.

CO3: Apply data analytics, Generative AI, prompt engineering, and AI-powered business tools to solve managerial problems and support strategic decision-making.

CO4: Evaluate the strategic, ethical, legal, and governance implications of Artificial Intelligence and recommend responsible AI-driven solutions for business transformation.

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Semester-IV
Artificial Intelligence in Business
Course Code: MBAL-4111

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA:30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Artificial Intelligence (AI): Concepts, history, goals, levels, types, techniques, applications (agriculture, health, business, education), tools/platforms, advantages & limitations

Emerging Technologies: Evolution of technologies and industrial revolutions (IR 1.0 to IR 4.0), Role of data in emerging technologies**,** Enabling devices and networks (programmable devices)**,** Human–machine interaction**,** Future trends in technology

Unit II

Data Science for Management: AI in Marketing (customer segmentation, recommendation systems, pricing), AI in Finance (fraud detection, credit scoring, risk management), AI in Human Resource Management (recruitment, employee analytics). AI in Operations and Supply Chain Management, AI in Healthcare, Retail, Manufacturing, and Banking, Basics of Big Data and its role in decision-making

Unit III

Data as a strategic business asset: Data lifecycle and AI-ready data, Big Data and AI, Predictive, Prescriptive, and Descriptive Analytics, Generative AI and Large Language Models, Prompt Engineering fundamentals, AI-powered business productivity tools, Business dashboards and AI-driven insights

Unit IV

AI strategy and business transformation: Responsible AI and AI governance, Ethics, bias, fairness, transparency, and explainability, Privacy, cybersecurity, and regulatory issues, Emerging trends: AI Agents, Edge AI, Autonomous Systems, Digital Twins, IoT with AI, Future of AI in business and employment

Suggested Readings:

Books:

1. Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things : Follett, J. , O'Reilly Media, 2014.
2. Emerging Technologies for Emerging Markets: Vong, J., & Song, I., Springer Singapore, 2014.
3. Disruption: Emerging Technologies and the Future of Work, Del Rosal, V., Emtechub, 2015.
4. Emerging Internet-Based Technologies: Sadiku, M. N. O, CRC Press, 2019.
5. Emerging Exponential Technologies – A Management Perspective: Dr. D.G. Kulkarni and Dr. Prayag Gokhale, Himalaya Publishing House Pvt. Ltd., 1/e, 2020.

Web links and Video Lectures (e-Resources):

1. https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of
2. business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1
3. vtu/51659497.
4. https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf
5. https://www.youtube.com/watch?v=diP4tx_U1ak
6. https://www.youtube.com/watch?v=kf9ekJOZpqU
7. https://www.youtube.com/watch?v=kz40aFgfB5M

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

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Semester-IV

GROUP A- FINANCE
INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: MBAL- 4322
(Opt. AI)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Understand the international monetary system, foreign exchange markets, exchange rate mechanisms, and factors influencing exchange rate determination.

CO2: Analyze the role of central banks, parity conditions, and foreign capital budgeting decisions in multinational financial management.

CO3: Evaluate country risk, political risk, and foreign exchange exposures affecting international business and investment decisions.

CO4: Apply foreign exchange risk management and hedging techniques using financial instruments such as forwards, futures, options, and swaps.

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Semester-IV

Group A- Finance
INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: MBAL-4322
(Opt. AI)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System

Foreign Exchange Rate Determination: Introduction To Spot Market and Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach.

Unit- II

Role of Central Bank in Determination of Exchange Rates: Parity Conditions in International Finance; Purchasing Power Parity.

Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation.

Unit- III

Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study of Economic and Political Factors Posing Risk, Country Risk Analysis In International Banking

Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure

Unit- IV

Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.

Foreign Exchange Risk Management: Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.

Suggested Case Studies

1. **Tata Motors Acquisition of Jaguar Land Rover** – Foreign investment and exchange rate implications.
2. **Volkswagen Currency Hedging Strategy** – Managing foreign exchange risk.
3. **Asian Financial Crisis** – Country risk and currency volatility.

Suggested Readings

1. Apte, P. G. *International Financial Management*. McGraw-Hill Education.
2. Eun, C. S., & Resnick, B. G. *International Financial Management*. McGraw-Hill Education.
3. Shapiro, A. C. *Multinational Financial Management*. Wiley.
4. Madura, J. *International Financial Management*. Cengage Learning.
5. Levi, M. D. *International Finance*. Routledge.

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Semester-IV

GROUP A- FINANCE
FINANCIAL MARKETS AND FINANCIAL SERVICES
Course Code: MBAL- 4322
(Opt. AII)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Explain the structure, functions, and regulatory framework of financial markets and institutions.

CO2: Analyze the functioning of money markets, capital markets, and financial instruments in India and globally.

CO3: Evaluate various financial services, intermediaries, and innovative financial products.

CO4: Assess the impact of FinTech, AI, digital platforms, and regulatory developments on financial markets and services.

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Semester-IV

GROUP A- FINANCE
FINANCIAL MARKETS AND FINANCIAL SERVICES
Course Code: MBAL-4322
(Opt. AII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Financial System and Financial Markets: Financial System: Meaning, Structure and Components; Financial Institutions, Financial Markets, Financial Instruments and Financial Services; Money Market—Call Money Market, Treasury Bills, Commercial Paper, Certificates of Deposit; Capital Market—Primary and Secondary Markets; Stock Exchanges and Market Intermediaries; Financial Sector Reforms; Role of RBI, SEBI and IRDAI.

Unit- II

Financial Instruments and Market Operations: Equity Shares, Preference Shares, Debentures and Bonds; Government Securities Market; Mutual Funds and Exchange Traded Funds (ETFs); IPOs, FPOs and Book Building Process; Depository System and Dematerialization; Credit Rating and Credit Rating Agencies (CRISIL, ICRA, CARE); Investor Protection Measures and Market Regulation.

Unit- III

Financial Services and Intermediaries: Financial Services: Meaning, Characteristics and Scope; Merchant Banking; Underwriting; Portfolio Management Services; Leasing and Hire Purchase; Factoring and Forfaiting; Venture Capital and Private Equity; Housing Finance; Insurance Services; Non-Banking Financial Companies (NBFCs); Financial Innovation and Emerging Financial Products

Unit- IV

FinTech and Emerging Trends in Financial Services: FinTech Ecosystem in India; Digital Payments and UPI; Digital Banking and Neo Banks; Blockchain and Cryptocurrency Fundamentals; Artificial Intelligence and Machine Learning in Financial Services; Robo-Advisory Services; InsurTech and RegTech; Cybersecurity in Financial Services; Future of Financial Markets and Sustainable Finance (ESG).

Case Studies for Reference

1. **Paytm: Transforming Digital Payments and Financial Services in India** – A case study examining the role of FinTech and digital financial inclusion.
2. **NSE and the Evolution of Indian Capital Markets** – A case study on technological innovation, market efficiency, and investor participation.
3. **HDFC Bank's Digital Banking Strategy** – A case study analyzing digital transformation and customer-centric financial services.

Suggested Readings

1. Khan, M.Y., *Financial Services*, McGraw Hill Education.
2. Bhole, L.M. and Mahakud, J., *Financial Institutions and Markets: Structure, Growth and Innovations*, McGraw Hill Education.
3. Gurusamy, S., *Financial Markets and Institutions*, Vijay Nicole Imprints.
4. Pathak, Bharati V., *Indian Financial System*, Pearson Education.
5. Gordon, E. and Natarajan, K., *Financial Markets and Services*, Himalaya Publishing House.
6. Saunders, Anthony and Cornett, Marcia Millon, *Financial Markets and Institutions*, McGraw Hill Education.

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Semester-IV

GROUP A- FINANCE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBAL- 4322

(Opt. AIII)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Understand investment objectives, risk-return relationships, and financial market operations.

CO2: Apply fundamental and technical analysis techniques for security valuation and investment decisions.

CO3: Construct and manage investment portfolios using modern portfolio theories and asset pricing models.

CO4: Evaluate portfolio performance and examine emerging technologies such as AI, robo-advisory, and algorithmic trading in investment management.

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Semester-IV

Group A- Finance
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: MBAL-4322
(Opt. AIII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	CA: 30

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Investment Environment and Financial Markets: Meaning and Objectives of Investment; Investment Process; Types of Investors and Investment Avenues; Risk and Return Concepts; Systematic and Unsystematic Risk; Financial Markets and Instruments—Primary Market, Secondary Market, Equity, Debt and Mutual Funds; Market Efficiency and Behavioral Finance.

Unit- II

Security Analysis and Valuation: Economic, Industry and Company Analysis; Financial Statement Analysis and Ratio Analysis; Fundamental Analysis; Equity and Bond Valuation; Technical Analysis—Dow Theory, Trend Analysis, Chart Patterns, Moving Averages, Market Indicators and Oscillators.

Unit- III

Portfolio Management Theories: Portfolio Management Process; Diversification and Portfolio Risk; Markowitz Portfolio Theory; Efficient Frontier; Capital Asset Pricing Model (CAPM); Arbitrage Pricing Theory (APT); Portfolio Selection and Revision Strategies; ESG and Sustainable Investing.

Unit- IV

Portfolio Evaluation and Emerging Trends: Portfolio Performance Evaluation—Sharpe Ratio, Treynor Ratio and Jensen's Alpha; Mutual Funds and Portfolio Management Services; Derivative Instruments—Futures and Options in Portfolio Management; Robo-Advisory Services; Algorithmic Trading; Artificial Intelligence and FinTech Applications in Investment Management.

Case Studies for Reference

1. **Warren Buffett and Berkshire Hathaway:** A case study on value investing and long-term portfolio management.
2. **Reliance Industries Ltd.:** A case study examining fundamental analysis, financial statement analysis, and equity valuation.
3. **Zerodha and Robo-Advisory Services:** A case study on the use of AI, algorithmic trading, and technology-driven investment management.

Suggested Readings

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, McGraw Hill.
2. Talwar, Shalini, *Security Analysis and Portfolio Management*, Cengage Learning.
3. Bhalla, V.K., *Investment Management and Portfolio Management*, S. Chand Publishing.
4. Avadhani, V.A., *Investment Management*, Himalaya Publishing House.
5. Reilly, Frank K. and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
6. Bodie, Zvi, Kane, Alex and Marcus, Alan J., *Investments*, McGraw Hill.

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Note: Latest editions of the books should be followed.

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Semester-IV

GROUP B- MARKETING

SALES AND DISTRIBUTION MANAGEMENT

Course Code: MBAL- 4323

(Opt. BI)

Course Outcomes:
After the successful completion of this course, students will be able to:

CO1: Understand the concepts and significance of sales and distribution management.

CO2: Apply sales force management techniques for improving sales performance.

CO3: Analyze channel structures and distribution strategies for effective market coverage.

CO4: Utilize CRM, digital tools and AI applications for enhancing sales and distribution efficiency.

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Semester-IV

Group B- Marketing
SALES AND DISTRIBUTION MANAGEMENT
Course Code: MBAL-4323
(Opt. BI)

Time: 3 Hours	**Max. Marks:100**
L-T-P	**Theory:70**
4-0-0	**CA: 30**

Instructions for the Paper Setter:

Eight questions of equal marks (14 Marks) are to be set, two in each of the four sections(A-D). Questions of sections A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be sub divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section.

Unit-I

Personal Selling and Sales Management: Meaning, Nature and Importance of Sales Management; Personal Selling Process; Prospecting and Lead Generation; Sales Presentation; Negotiation and Closing Techniques; Buyer Behaviour and Sales Psychology; Relationship Selling; Characteristics of Successful Salespersons; Ethical Issues in Selling.

Contemporary Sales Management: Digital Selling; Social Selling; AI-enabled Lead Generation and Customer Profiling; Emerging Trends in Sales Management.

Unit- II

Sales Planning and Sales Force Management: Sales Forecasting; Sales Budgeting; Sales Territories and Sales Quotas; Sales Organization Structures; Recruitment and Selection of Sales Personnel; Training and Development; Motivation and Compensation of Sales Force; Sales Performance Evaluation and Control.

Technology in Sales: CRM Applications; Sales Analytics; AI-based Sales Forecasting and Sales Dashboards.

Unit- III

Channel and Distribution Management: Marketing Channels and their Functions; Channel Design and Selection; Channel Intermediaries; Wholesaling and Retailing; Channel Conflict and Resolution; Distribution Strategies; Omnichannel Distribution; Channel Information Systems.

AI in Distribution: Demand Forecasting; Inventory Optimization; Smart Distribution Planning; Retail Analytics.

Unit- IV

Logistics and Contemporary Sales Strategies: Logistics and Supply Chain Management; Warehousing and Inventory Management; Transportation Management; Customer Relationship Management (CRM); E-commerce and Digital Sales; International Sales and Distribution Management; Sustainable Distribution Practices.

Future Trends in Sales and Distribution: Generative AI in Sales Communication; Chatbots and Virtual Sales Assistants; Predictive Customer Analytics; Business Intelligence in Sales.

Case Studies for Reference:

1. Amazon India – Omnichannel Distribution
2. HUL – Rural Distribution Strategy
3. Coca-Cola India – Channel Management

Suggested Readings

1. Sales and Distribution Management, Krishna K. Havaldar and Vasant M. Cavale, **McGraw Hill Education**, Latest Edition.
2. Sales and Distribution Management, Tapan K. Panda and Sunil Sahadev, **Oxford University Press**, Latest Edition.
3. Sales Management, Mark W. Johnston and Greg W. Marshall, **Routledge/Taylor & Francis**, Latest Edition.
4. Marketing Channels, Bert Rosenbloom, **Cengage Learning**, Latest Edition.

5. Artificial Intelligence for Marketing, Jim Sterne, **John Wiley & Sons**, Latest Edition.

Note: Latest editions to be followed

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Semester-IV

Group B- Marketing

GLOBAL MARKETING

Course Code: MBAL- 4323

(Opt. BII)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze the global marketing environment and assess the impact of economic, cultural, political, and technological factors on international marketing decisions.

CO2: Evaluate international market opportunities and formulate appropriate market entry and expansion strategies.

CO3: Develop global marketing mix strategies relating to product, pricing, promotion, and distribution in diverse international markets.

CO4: Design innovative global marketing strategies by leveraging Artificial Intelligence, digital technologies, customer analytics, and emerging global market trends.

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Semester-IV

Group B - Marketing
GLOBAL MARKETING
Course Code: MBAL-4323
(Opt. BII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	CA: 30

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Introduction to Global Marketing: Concept, nature, scope, and importance of Global Marketing. Internationalization and globalization of business, Global Marketing Environment: Economic, Political, Legal, Socio-cultural, and Technological factors, International Market Research, and Market Selection, Emerging opportunities and challenges in global markets.

Unit- II

International Market Entry Strategies: International Market Segmentation, Targeting, and Positioning. Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, and Foreign Direct Investment, International Market Entry and Expansion Decisions, Contemporary issues in global market entry.

Unit- III

Global Marketing Mix Strategies: Global Product Strategies and Product Adaptation vs. Standardization, International Branding and Global Brand Management, International Pricing Decisions and Pricing Strategies, Global Distribution Channels and Supply Chain Considerations, International Advertising, Promotion, and Integrated Marketing Communication.

Unit- IV

Contemporary Issues in Global Marketing: Digital and Social Media Marketing in Global Markets, Cross-Cultural Consumer Behaviour, Global Customer Relationship Management, Sustainability and Ethical Issues in International Marketing. Global Marketing Analytics, Emerging Trends in Global Marketing, and the Future of International Business.

Suggested Case Studies

1. **Coca-Cola** – Global Branding and Localization Strategy.
2. **McDonald's** – Standardization versus Adaptation in International Markets.
3. **Netflix** – Global Content Strategy and Customer Engagement.
4. **Unilever** – Managing Brands Across Diverse Markets.

Suggested Readings

1. Keegan, W. J., & Green, M. C. (Latest Edition). *Global Marketing*. Pearson Education.
2. Cateora, P. R., Gilly, M. C., & Graham, J. L. (Latest Edition). *International Marketing*. McGraw-Hill Education.
3. Czinkota, M. R., & Ronkainen, I. A. (Latest Edition). *International Marketing*. Cengage Learning.
4. Hollensen, S. (Latest Edition). *Global Marketing*. Pearson Education.
5. Kotler, P., Keller, K. L., Chernev, A., & Dubois, B. (Latest Edition). *Marketing Management*. Pearson Education.

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Note: Latest editions of the books should be followed.

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Semester-IV

GROUP B- MARKETING

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: MBAL- 4123

(Opt. BIII)

Course outcomes:

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

CO1: Explain digital marketing concepts and consumer behavior.

CO2: Design social media strategies using major platforms and influencers.

CO3: Develop campaigns, apply advertising techniques, and manage governance.

CO4: Use AI tools for analytics, personalization, and automation in marketing.

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Semester-IV

Group B- Marketing
DIGITAL AND SOCIAL MEDIA MARKETING
Course Code: MBAL-4123
(Opt. BIII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	CA: 30

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit-I

Foundations of Digital Marketing: Evolution and scope of digital marketing**,** Online consumer behaviour and digital customer journey**,** Search Engine Optimization (SEO) and Search Engine Marketing (SEM)**,** Website design, usability, and analytics basics**, i**ntegration of digital marketing with traditional marketing.

Unit-II

Social Media Ecosystem & Strategies: Introduction to Social Media Marketing (SMM)**,** Major platforms: Facebook, YouTube, LinkedIn, Google, Foursquare, Instagram, Twitter**,** Social Media Marketing Strategies across platforms**,** Content creation, storytelling, and community building**,** Role and types of influencers (Expert, Referent, etc.).

Unit-III

Campaigns, Advertising & Governance: Social Media Marketing Campaigns: types, process, rules of the market**,** Developing SMM voice: need, characteristics, ownership**,** Social Advertising: appeals, gaining attention on networks**,** Social Media Governance: models, impact on company functions, crisis management.

Unit-IV

AI Integration & Emerging Trends: Predictive Analytics in digital and social media marketing**,** AI-driven content creation and optimization**,** Personalization and automation in campaigns**,** Emerging trends: AR/VR, chatbots, metaverse marketing, Ethical issues: privacy, data protection, responsible advertising.

Case Studies for Reference

1. **Netflix: AI-Driven Personalization and Customer Engagement**: AI in content recommendations, consumer analytics, customer retention, and global digital marketing.
2. **Nike: Digital Branding and Community Building**: Social media storytelling, influencer marketing, customer engagement, and brand advocacy.
3. **Starbucks: Digital Customer Experience Strategy**: Mobile marketing, customer loyalty programs, social media engagement, and personalization

Suggested Readings

1. Tuten, T. L., & Solomon, M. R. *Social Media Marketing*. Sage Publications.
2. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing*. Pearson Education.
3. Patnaik, R., & Mahapatra, D. M. (2025). *Digital and Social Media Marketing: Theory and Practices*. Sultan Chand & Sons.
4. Ryan, D. *Understanding Digital Marketing*. Kogan Page.
5. Sterne, J. *Artificial Intelligence for Marketing*. Wiley.
6. Evans, D. *Social Media Marketing*. Wiley.

Note: Latest editions of the books should be followed.

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Semester-IV

GROUP C- HUMAN RESOURCE MANAGEMENT

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-4324
(Opt. CI)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Understand and apply Strategic Human Resource Management concepts to align HR practices with organizational goals and business strategies.

CO2: Analyze and implement talent acquisition, talent development, succession planning, and employee engagement strategies for organizational effectiveness.

CO3: Evaluate global HR practices, diversity and inclusion initiatives, and HR risk management issues in contemporary organizations.

CO4: Apply HR analytics, digital HR tools, and Artificial Intelligence applications to support strategic HR decision-making and workforce management.

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Semester-IV

Group C- Human Resource Management

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MBAL-4324
(Opt. CI)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Strategic HRM and Business Alignment: Meaning, Scope and Importance of Strategic HRM; Strategic Planning Process; Alignment of HR Strategy with Business Strategy; HR as a Strategic Business Partner; Strategic Workforce Planning; HR Metrics and Organizational Performance; Role of HR in Change Management and Organizational Development.

Unit- II

Talent Management and Competitive HR Strategies: Talent Acquisition and Employer Branding; Competency Mapping; Recruitment and Selection Strategies; Employee Development and Career Management; Succession Planning; Leadership Development; Employee Engagement and Retention; Competitive Advantage through Human Resources.

Unit- III

Global HR and Diversity Management: Globalization and HRM; Global HR Roles and Challenges; Expatriate and Repatriate Management; Managing Multicultural Workforce; Diversity and Inclusion; Equal Employment OpportUnit-y; Employee Well-being; Building Inclusive Organizations.

Unit- IV

HR Risk Management, Analytics and Future of Work: HR Risk Management; Legal Compliance in HR; Workforce Continuity Planning; HR Analytics and People Analytics; Digital HR Transformation; Future of Work; Hybrid and Remote Workplaces; Data Privacy and Human-AI Collaboration.

Case Studies for Reference

1. **Microsoft's HR Transformation under Satya Nadella** – A case study examining strategic HRM, organizational culture change, leadership development, and employee engagement.
2. **Google's Talent Management and People Analytics Strategy** – A case study analyzing workforce analytics, performance management, talent development, and innovation-driven HR practices.
3. **Unilever's Future-Fit Workforce Strategy** – A case study exploring strategic workforce planning, leadership development, digital HR transformation, and sustainable talent management.

Suggested Readings

1. Dessler, Gary, *Human Resource Management*, Pearson Education.
2. Armstrong, Michael and Taylor, Stephen, *Armstrong's Handbook of Human Resource Management Practice*, Kogan Page.
3. Rao, T.V., *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Sage Publications.
4. Aswathappa, K., *Human Resource Management: Text and Cases*, McGraw-Hill Education.
5. Jyotsna Bhatnagar, *Strategic Human Resource Management*, Sage Publications.
6. Mello, Jeffrey A., *Strategic Human Resource Management*, Cengage Learning.

Note: Latest editions to be followed

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Semester-IV

GROUP C- HUMAN RESOURCE MANAGEMENT
COMPENSATION AND REWARD MANAGEMENT
Course Code: MBAL-4324
(Opt. CII)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Understand the concepts and strategic importance of compensation and reward management.

CO2: Design and evaluate compensation structures using job evaluation and market-based approaches.

CO3: Analyze incentive plans, employee benefits, and total reward systems.

CO4: Apply compensation analytics, HR technology, and AI-enabled tools in compensation decision-making.

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Semester-IV

Group C- Human Resource Management
COMPENSATION AND REWARD MANAGEMENT
Course Code: MBAL-4324
(Opt. CII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Compensation and Reward Management: Concept, Nature and Objectives of Compensation Management; Components of Compensation; Direct and Indirect Compensation; Financial and Non-Financial Rewards; Strategic Compensation; Compensation; Theories of Wages and Compensation; Factors Influencing Compensation Decisions; Internal and External Equity; Contemporary Trends in Compensation Management.

Unit- II

Job Evaluation and Compensation Structure Design: Job Analysis and Job Evaluation; Methods of Job Evaluation; Wage and Salary Surveys; Pay Grades and Pay Bands; Competency-Based Pay; Skill-Based Pay; Designing Salary Structures; Compensation for Special Groups and Knowledge Workers.

Technology in Compensation: Digital Compensation Management Systems; Compensation Dashboards; Data-driven Pay Structure Design.

Unit- III

Incentives, Benefits and Total Rewards: Incentive Plans and Variable Pay; Individual and Group Incentives; Performance-Linked Compensation; Executive Compensation; Employee Benefits and Perquisites; Fringe Benefits; Retirement Benefits; ESOPs and Stock-Based Compensation; Recognition and Non-Monetary Rewards; Total Rewards Strategy.

Unit- IV

Strategic and Global Compensation Management: Compensation Analytics and Metrics; Pay Equity and Pay Transparency; International Compensation Management; Expatriate Compensation;

Compensation in Startups and Gig Economy; Legal and Ethical Issues in Compensation.

Future Trends in Compensation and Rewards: Artificial Intelligence in Compensation Planning; People Analytics; Digital Rewards Platforms; Future of Work and Reward Systems.

Case studies

1. Infosys: Competency-Based Compensation System

2. Accenture: Global Compensation Benchmarking

Suggested Readings

1. Compensation, Milkovich, G.T., Newman, J.M. and Gerhart, B., McGraw-Hill Education, Latest Edition.
2. Strategic Compensation: A Human Resource Management Approach, Martocchio, J.J., Pearson Education, Latest Edition.
3. Compensation Management in a Knowledge-Based World, Henderson, R.I., Pearson Education, Latest Edition.
4. Reward Management: A Handbook of Remuneration Strategy and Practice, Armstrong, M. and Brown, D., Kogan Page, Latest Edition.

Note: Latest editions to be followed

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Semester-IV

GROUP C- HUMAN RESOURCE MANAGEMENT
CROSS CULTURAL AND GLOBAL HRM
Course Code: MBAL-4324
(Opt. CIII)

Course outcomes:
After the successful completion of this course, students will be able to:

CO1: Analyze the impact of culture on managerial practices, organizational behaviour, and global business operations.

CO2: Apply major cross-cultural frameworks and cultural intelligence concepts to address international management challenges.

CO3: Evaluate the role of communication, negotiation, leadership, and team management in multicultural environments.

CO4: Develop strategies for managing global organizations, diverse workforces, and cross-border business relationships in the digital era.

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Semester-III

Group C- Human Resource Management

CROSS CULTURAL AND GLOBAL HRM
Course Code: MBAL-4324
(Opt. CIII)

Time: 3 Hours	**Max.Marks:100**
L-T-P	**Theory: 70**
4-0-0	**CA: 30**

Instructions for the Paper–Setter:
Eight Questions of equal marks are to be set (14 marks each), two in each of the four sections (A-D). Questions of section A-D should be set from Unit-s I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one from each section. The fifth question may be attempted from any section.

Unit- I

Foundations of Cross-Cultural Management: Concept of culture and its dimensions; Culture and globalization; National, organizational, and professional cultures; Cultural diversity and managerial implications; Major cultural frameworks—Hofstede, Hall, Trompenaars, and GLOBE Study; Cultural Intelligence (CQ) and global mindset.

Unit- II

Cross-Cultural Communication and Leadership: Cross-cultural communication and barriers; Verbal and non-verbal communication across cultures; Cross-cultural negotiation and conflict resolution; Leadership across cultures; Decision-making styles in different cultural contexts; Managing multicultural and virtual teams.

Unit- III

Managing Global Organizations: Evolution and structure of global organizations; International business environment; Managing cultural diversity; Global talent management; Expatriate and repatriate management; Ethics, corporate social responsibility, and sustainability in global business.

Unit- IV

Contemporary Issues in Global Management: Cross-cultural challenges in emerging markets; Global innovation and knowledge management; Digital globalization and remote work; AI and technology in global workforce management; Diversity, Equity and Inclusion (DEI); Future of global leadership and managing business in a volatile and interconnected world.

Case Studies for Reference

1. **Starbucks in China:** Managing Cultural Differences and Consumer Behaviour in International Markets.

2. **Renault–Nissan Alliance:** Cross-Cultural Leadership and Global Team Management.

3. **Tata Motors Acquisition of Jaguar Land Rover:** Managing Cultural Integration in Cross-Border Acquisitions.

Suggested Readings

1. Adler, N. J. & Gundersen, A. (2018). *International Dimensions of Organizational Behavior* (6th ed.). Cengage Learning.
2. Deresky, H. (2022). *International Management: Managing Across Borders and Cultures* (10th ed.). Pearson Education.
3. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). McGraw-Hill.
4. Steers, R. M., Nardon, L., & Sanchez-Runde, C. (2016). *Management Across Cultures: Challenges and Strategies* (3rd ed.). Cambridge University Press.
5. Luthans, F., & Doh, J. P. (2023). *International Management: Culture, Strategy and Behavior* (11th ed.). McGraw-Hill Education.

Note: Latest editions to be followed

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Semester-IV
DESIGN THINKING AND INNOVATION LAB
Course Code: MBAP-4325

After successful completion of the course, students will be able to:

CO1: Understand the principles, stages, and applications of Design Thinking for solving business and societal problems.

CO2: Apply empathy-based approaches to identify user needs, define problems, and generate innovative solutions.

CO3: Develop and evaluate creative ideas through ideation, prototyping, testing, and iterative improvement.

CO4: Design and present practical, user-centric solutions to real-world institutional or industry challenges using the Design Thinking process.

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Semester-IV

DESIGN THINKING & INNOVATION LAB

Course Code: MBAP-4325

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Practical: 35**
0-0-2	**CA: 15**

Instructions for the Examiner:

1. Conduct a mock interview and/or group discussion as part of the practical examination.

2. Evaluate students on professional competence, communication effectiveness, confidence, and employability skills.

3. Verify the student's portfolio comprising resume, personal development plan, and activity records before awarding marks.

Distribution of Marks (35 Marks)

Evaluation Criteria

- Class Participation & Activities-5 marks (Active involvement in discussions, exercises, and teamwork)
- Prototype/ Practical Work-10 marks (Quality of idea development, creativity, and application)
- Project Report/ Presentation-10 marks (Clarity, structure, and demonstration of the innovation process)
- Viva/ Reflection-10 marks (Understanding of concepts, ability to explain learning outcomes)

Course Structure

1. **Introduction to Design Thinking**

   Principles, stages, and applications in business.

2. **Empathy & Problem Definition**

   Fieldwork: understanding customer pain points.

3. **Ideation & Concept Development**

   Brainstorming, mind-mapping, and creative frameworks.

4. **Prototyping & Testing**

   Building low-cost prototypes, feedback loops, iteration.

5. **Final Project**

   Team-based solution to a real-world institutional/industry challenge.

Suggested Case Studies:

1. **Airbnb** – Using Design Thinking to improve customer experience and business growth.
2. **IDEO Shopping Cart Project** – Design Thinking and innovation in product development.
3. **Apple** – User-centric innovation and design-led business success.

Suggested Readings

1. Brown, T. (2009). *Change by Design: How Design Thinking Creates New Alternatives for Business and Society*. Harper Business.
2. Liedtka, J., & Ogilvie, T. (2011). *Designing for Growth: A Design Thinking Toolkit for Managers*. Columbia University Press.
3. Kelley, T., & Kelley, D. (2013). *Creative Confidence: Unleashing the Creative Potential Within Us All*. Crown Business.
4. Ambrose, G., & Harris, P. (2019). *Design Thinking*. Bloomsbury Publishing.
5. Lewrick, M., Link, P., & Leifer, L. (2020). *The Design Thinking Toolbox*. Wiley.

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FUNCTIONAL SPECIALIZATION LAB

Course Code: MBAP-4326

After successful completion of the course, students will be able to:

CO1: Apply fundamental concepts and techniques of Marketing, Finance, and Human Resource Management to analyze and solve business problems.

CO2: Develop managerial and professional skills through practical exercises in market research, budgeting, recruitment, teamwork, communication, and decision-making.

CO3: Demonstrate analytical and problem-solving abilities by interpreting business situations, conducting surveys, preparing reports, and evaluating case studies.

CO4: Integrate functional knowledge and industry insights to design, present, and defend solutions to real-world organizational challenges through projects, presentations, and industry interactions.

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FUNCTIONAL SPECIALIZATION LAB

Course Code: MBAP-4326

Time: 3 Hours	**Max. Marks: 50**
L-T-P	**Practical: 35**
0-0-2	**CA: 15**

Instructions for the Examiner:

1. Evaluate students based on practical activities, assignments, presentations, and viva voce.
2. Assess the Practical Record File maintained by the student throughout the semester.
3. Give due weightage to subject knowledge, communication skills, and practical application of concepts.
4. Conduct viva voce to evaluate the student's understanding of activities performed in the lab.

Distribution of Marks

Component	**Marks**
Practical Record File	10
Practical Work Performance	15
Viva Voce	10
Total	**35**

Unit- I

Marketing Practices Lab: Basics of advertising and branding, Consumer behaviour and market trends Sales promotion techniques, Social media marketing basics**,** Customer relationship management

Practical Activities: Preparation of advertisements/posters**,** Market survey and report writing**,** Product presentation**,** Case studies on brands

Unit- II

Finance Practices Lab: Personal and business budgeting, Banking and financial services overview, Basics of investment and savings, Financial planning and cost control, Understanding financial statements

Practical Activities: Budget preparation**,** Simple financial statement analysis**,** Case studies on banking and finance**,** Investment planning exercises

Unit- III

HRM Practices Lab: Recruitment and selection process, Employee motivation and teamwork, Performance appraisal basics, Workplace communication and leadership**,** Conflict management at workplace

Practical Activities: Mock interviews**,** HR role plays**,** Team-building exercises**,** Preparation of appraisal formats

Unit- IV

Industry Exposure and Case Studies: Industrial visits/guest lectures, Business case discussions**,** Report writing and presentations**,** Mini project/activity related to specialization

Practical Activities: Visit reports**,** Case study presentations**,** Viva voce**,** Group projects

Suggested Case Studies:

1. **Amul: Building a Strong Indian Brand**: *Concepts:* Branding, consumer engagement, marketing strategy.

2. **HDFC Bank: Customer-Centric Financial Services:** *Concepts:* Financial planning, customer relationship management, service excellence.
3. **Google: Employee Motivation and Innovative Work Culture**: *Concepts:* Recruitment, employee engagement, leadership, teamwork.
4. **Toyota: Teamwork and Continuous Improvement**: Concepts*:* Team building, workplace communication, performance improvement.
5. **Zomato: Digital Marketing and Customer Experience:** *Concepts:* Social media marketing, customer engagement, market analysis.

Suggested Readings

1. Kotler, P., Keller, K. L., Chernev, A., & Dubois, B. (Latest Edition). *Marketing Management*. Pearson Education.
2. Pandey, I. M. (Latest Edition). *Financial Management*. Vikas Publishing House.
3. Dessler, G. (Latest Edition). *Human Resource Management*. Pearson Education.
4. Robbins, S. P., Judge, T. A., & Vohra, N. (Latest Edition). *Organizational Behavior*. Pearson Education.
5. Aswathappa, K. (Latest Edition). *Human Resource Management: Text and Cases*. McGraw-Hill Education.
6. Bovee, C. L., Thill, J. V., & Raina, R. L. (Latest Edition). *Business Communication Today*. Pearson Education.

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RESEARCH PROJECT

Course Code: MBAD- 4320

After successful completion of the course, students will be able to:

CO1: Identify and analyze a business problem or emerging management issue through systematic inquiry and research.

CO2: Apply appropriate research methods, analytical tools, and theoretical concepts to investigate business and managerial challenges.

CO3: Develop critical thinking, problem-solving, and independent learning skills through research work or successful completion of a MOOC course.

CO4: Demonstrate the ability to prepare professional reports, presentations, and evidence-based recommendations for managerial decision-making.

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RESEARCH PROJECT

Course Code: MBAD-4320

Time: 3 Hours	**Max. Marks: 100**
L-T-P	**Practical: 100**
0-0-4	

Research Project

Students shall undertake **an individual research project** on a contemporary business issue under faculty supervision.

Project Components: Identification of Research Problem, Review of Literature, Research Objectives and Methodology, Data Collection and Analysis, Findings and Recommendations, Project Report Preparation, Presentation and Viva Voce.

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Semester-IV

DRUG ABUSE: PROBLEM, MANAGEMENT AND PREVENTION

(Value Added Course)

Course Code: VACD- 4161

After successful completion of the course, students will be able to:

CO 1: This course will help the students to have knowledge about Drug Abuse and its impact on Individual, Family and Society at large.

CO 2: Further, the course will help students to know about the management and prevention of Drug Abuse

CO 3: The course aims to create awareness among the students about menace of Drug Abuse

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Semester-IV

DRUG ABUSE: PROBLEM, MANAGEMENT AND PREVENTION

(Value Added Course)

Course Code: VACD- 4161

Time: 3 Hours	**Max.Marks: 50**
L-T-P	**Theory : 35**
2-0-0	**CA: 15**

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Unit- -I

a) Meaning of Drug Abuse:

(i) Meaning, Nature and Extent of Drug Abuse in India and Punjab.

(ii) Consequences of Drug Abuse for:
Individual : Education, Employment, Income.
Family : Violence.
Society : Crime.
Nation : Law and Order problem.

Unit- II

b) Management of Drug Abuse:

(i) Medical Management: Medication for treatment and to reduce withdrawal effects, Rehabilitation.
(ii) Psychiatric Management: Counselling, Behavioural and Cognitive therapy.
(iii) Social Management: Group therapy and Environmental Intervention.

Unit-III

a) Prevention of Drug abuse:

(i) Role of family: Parent child relationship, Family support and Supervision.
(ii) School: Counselling, Teacher as role-model. Parent-teacher-Health Professional Coordination.

Unit- – IV

b) Controlling Drug Abuse:

(i) Media: Restraint on advertisements of drugs, advertisements on bad effects of drugs, Educational and awareness program.
(ii) Legislation: NDPs act, Statutory warnings, Policing of Borders, Checking Supply/Smuggling of

Drugs

References:

1. Ahuja, Ram (2003), Social Problems in India, Rawat Publication, Jaipur.

2. Extent, Pattern and Trend of Drug Use in India, Ministry of Social Justice and Empowerment, Government of India, 2004.

3. Inciardi, J.A. 1981. The Drug Crime Connection. Beverly Hills: Sage Publications.

4. Jayachandran, J. (2020), The Media Coverage of Drugs and Alcohol in Punjab during COVID-19 Pandemic. Asian Politics & Policy, 12: 469-476. https://doi.org/10.1111/aspp.12537

5. Kapoor. T. (1985) Drug epidemic among Indian Youth, New Delhi: Mittal Pub.

6. Kessel, Neil and Henry Walton. 1982, Alcoholism. Harmond Worth: Penguin Books.

7. Modi, Ishwar and Modi, Shalini (1997) Drugs: Addiction and Prevention, Jaipur: Rawat Publication. 8. National Household Survey of Alcohol and Drug abuse. (2003) New Delhi, Clinical Epidemiological Unit-, All India Institute of Medical Sciences, 2004.

9. Ross Coomber and Others. 2013, Key Concept in Drugs and Society. New Delhi: Sage Publications.

10. Sain, Bhim 1991, Drug Addiction Alcoholism, Smoking obscenity New Delhi: Mittal Publications.

11. Sandhu, Ranvinder Singh, 2009, Drug Addiction in Punjab: A Sociological Study. Amritsar: Guru Nanak Dev University.

12. Singh, Chandra Paul 2000. Alcohol and Dependence among Industrial Workers: Delhi: Shipra.

13. Sussman, S and Ames, S.L. (2008). Drug Abuse: Concepts, Prevention and Cessation, Cambridge University Press.

14. Verma, P.S. 2017, "Punjab's Drug Problem: Contours and Characteristics", Economic and Political Weekly, Vol. LII, No. 3, P.P. 40-43.

15. World Drug Report 2016, Unit-ed Nations office of Drug and Crime.

16. World Drug Report 2017, Unit-ed Nations office of Drug and Crime.