PROGRAMME PROJECT REPORT

Masters of Business Administration (MBA)

(Marketing + Finance / Marketing + Human Resource Management)

Semester I-IV

(2026-2028)

RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,

Bikaner, Rajasthan 334601

About RNB Global University

RNB Global University (RNBGU) was established in 2015 under the Rajasthan State Legislature Act and is recognized by the **University Grants Commission (UGC)** under **section 2(f).** The University is in Bikaner, Rajasthan, on a sprawling 300-acre lush green and eco-friendly campus that provides a world-class environment for higher learning.

RNBGU is a multi-disciplinary private university offering programs in diverse fields such as Management, Law, Engineering, Commerce, Humanities, Science, and Agriculture. With its innovative pedagogy, industry-aligned curriculum, and focus on skill-based education, the University has emerged as a hub of academic excellence in western India. The University is recognized by the **Bar Council of India (BCI).** It is also approved by the **Indian Council of Agricultural Research (ICAR**), reflecting its diverse academic standards. Based on its commitment to quality education, research, and holistic development, **RNB Global University** has been accredited with **NAAC "A" Grade with a score of 3.19,** making it one of the leading private universities in the region.

Through modern infrastructure, experienced faculty, and strong industry collaboration, **RNBGU** continues to nurture future leaders and professionals, fostering knowledge, values, and global perspectives.

Vision

To create a **transformative learning environment** that develops **ethical global leaders**, **entrepreneurial thinkers**, and **strategic decision-makers**, empowering students to excel in diverse and dynamic business landscapes.

Mission

- **Ethical Leadership:** Develop responsible leaders with integrity and accountability.
- **Innovation & Entrepreneurship:** Encourage creativity and sustainable thinking.
- **Transformative Learning:** Integrate academic rigor, industry exposure, and technology.
- **Adaptability & Lifelong Learning:** Build resilience for dynamic business environments.
- **Strategic Thinking:** Empower students to drive business growth and innovation.

Quality Policy

RNB Global University is committed to fostering a culture of excellence in higher education by:

- Designing and delivering academic programs that align with established national and global standards while meeting the aspirations of all stakeholders.
- Ensuring effective implementation of quality systems, policies, and processes across every level of academic and administrative functioning.
- Continuously enhancing academic and institutional quality to achieve excellence in teaching, research, and innovation.
- Empowering students with knowledge, skills, values, and attitudes that prepare them for professional success and responsible citizenship.

Core Values

At the heart of RNB Global University's mission lie the following guiding values:

- **Ethics and Integrity** – Upholding honesty, fairness, and transparency in all endeavours.
- **Environmental Consciousness & Sustainability –** Promoting eco-friendly practices and sustainable development.
- **Cultural Heritage –** Preserving and promoting India's rich cultural and traditional legacy.
- **Active Citizenship** – Encouraging responsibility, inclusivity, and democratic participation.
- **Intellectual & Moral Uprightness –** Fostering critical thinking, academic freedom, and ethical responsibility.
- **Service to Society & Nation-Building** – Contributing to social development and national progress through education, research, and outreach.

Masters of Business Administration (MBA)

1. Programme Mission and Objectives

A Programme Project Report (PPR) is a comprehensive document prepared by RNB Global University to introduce a academic programme. It outlines programme objectives, target learners, curriculum design, delivery mechanisms, evaluation processes, and cost considerations.

The **Master of Business Administration (MBA)** program offered by **RNB Global University** through the **Open and Distance Learning and Online Learning** mode **(ODL / OL)** aims to create **competent business professionals, strategic thinkers, and innovative leaders** who can contribute meaningfully to the dynamic global economy. It aims to provide a structured learning experience aligned with industry needs and global business practices.

The program provides a balanced blend of theoretical knowledge and practical exposure to various facets of business management, including **Marketing, Finance, Human resources.**

The programme follows a semester-based system with continuous evaluation and focuses on developing analytical, managerial, and leadership skills among learners. The ODL / OL mode of delivery offers flexibility and accessibility to a wide range of learners, including working professionals, entrepreneurs, and students from remote regions, ensuring that quality education is not confined by geography or time. The curriculum has been designed in line with the **National Education Policy (NEP) 2020,** allowing for multiple entry and exit options**, interdisciplinary learning, and continuous evaluation.**

Programme Objectives:

The **Master of Business Administration (MBA)** program under the **Open and Distance Learning and Online Learning** mode **(ODL / OL)** at **RNB Global University** is designed with the following key objectives:

i. **Managerial and Leadership Competence:**
To develop managerial, analytical, and leadership capabilities among learners, enabling them to analyze complex business challenges, design innovative strategies, and make effective decisions in dynamic business environments.

ii. **Analytical and Integrative Thinking:**
To nurture critical and integrative thinking that allows learners to synthesize information across multiple functional areas of management and derive sound, evidence-based conclusions.

iii. **Ethical and Sustainable Business Practices:**
To promote ethical, responsible, and sustainable management practices by integrating social and environmental considerations into business decision-making processes.

iv. **Global Business Awareness:**
To enhance understanding of international markets, trade regulations, and cross-cultural management, preparing learners to operate effectively in a globally connected business landscape.

v. **Effective Communication Skills:**
To strengthen written, verbal, and digital communication skills, ensuring learners can convey ideas clearly, confidently, and persuasively in professional and managerial settings.

vi. **Integration of Indian Ethos and Global Management Systems:**
To combine Indian management philosophies, values, and ethics with contemporary global business knowledge for holistic and balanced professional development.

2. Relevance of the Programme with University's Mission and Goals

The **MBA (ODL / OL)** program is deeply aligned with the mission and goals of **RNB Global University**, which focuses on delivering quality, inclusive, and globally relevant education. The program embodies the university's commitment to academic excellence and holistic development through learner-centered pedagogy and innovative teaching methodologies as:

- **Promotes Academic Excellence and Employability:**
  The program strengthens the university's objective of fostering academic excellence by offering an industry-oriented curriculum and practical exposure to real-world business scenarios.
- **Aligns Education with Industry Needs:**
  Ensures that learners acquire relevant managerial skills, analytical abilities, and practical knowledge that enhance their employability in diverse sectors.
- **Encourages Inclusive and Equitable Learning:**
  Supports inclusive education by catering to learners from various backgrounds — including professionals, entrepreneurs, and students from rural or economically weaker sections.
- **Develops Ethical and Globally Competent Leaders:**
  Contributes to the university's mission of nurturing ethically responsible, skilled, and globally aware leaders capable of addressing emerging business challenges.
- **Promotes Access through ODL / OL Mode:**
  Expands access to quality higher education through Open and Distance Learning, enabling flexible and technology-driven learning opportunities.
- **Supports Lifelong Learning and Skill Enhancement:**
  Encourages continuous learning and skill development aligned with the needs of a dynamic global economy.
- **Contributes to National Initiatives:**
  Reinforces the goals of **Digital India** and **Skill India** by integrating digital learning tools and fostering employable, skilled graduates.

3. Nature of Prospective Target Group of Learners

The **MBA (ODL / OL)** program is designed to meet the learning needs of a diverse group of students. It primarily targets:

- **Working Professionals:**
  Designed for professionals who wish to enhance their managerial and leadership capabilities while continuing their careers without disruption.
- **Graduates from Diverse Disciplines:**
  Open to learners from various academic backgrounds who seek to develop a solid foundation in management and business administration.
- **Entrepreneurs and Business Owners:**
  Suitable for individuals managing their own enterprises who aim to improve strategic thinking, operational efficiency, and decision-making skills.
- **Learners from Rural, Semi-Urban, or Remote Areas:**
  Provides access to quality management education for students who may not have the opportunity to attend regular, on-campus programs.
- **Aspiring Leaders and Administrators:**
  Ideal for those aiming for leadership positions in the **private, public, or non-profit sectors** who wish to strengthen their understanding of modern management practices.
- **Career Advancers and Skill Upgraders:**
  Beneficial for mid-level managers and executives seeking to upskill, transition to higher managerial roles, or broaden their career prospects.

4. Appropriateness of Programme Delivery

The MBA programme is suitable for Open and Distance Learning (ODL) and Online modes due to its flexibility and adaptability.

The **MBA (ODL) and Online Modes (OL)** program adopts a **flexible and learner-centric** delivery model that combines traditional learning methods with modern digital technologies. The key points are:

- **Flexible and Learner-Centric Approach:**
  The **MBA (ODL /OL)** program follows a flexible delivery model designed to suit the needs of diverse learners, allowing them to study at their own pace and convenience.
- **Blended Learning Methodology:**
  Combines traditional learning methods with modern digital tools to create a balanced and engaging learning experience.
- **Comprehensive Learning Resources:**
  Provides high-quality **Self-Learning Materials (SLMs)**, **video lectures**, and interactive digital content accessible anytime through the **Learning Management System (LMS)**.
- **Interactive Learning Platform (LMS):**
  The LMS enables students to access study materials, submit assignments, attempt quizzes, participate in forums, and track academic progress efficiently.
- **Academic Counselling Sessions:**
  The university organizes regular counselling sessions to clarify complex topics, provide guidance, and encourage interaction between learners and academic mentors.
- **Collaborative Learning Opportunities:**
  Learners are encouraged to engage in **discussion forums**, **webinars**, and **virtual workshops** to promote teamwork, idea exchange, and peer learning.
- **Flexibility for Working Professionals:**
  The program is ideal for learners balancing studies with professional or personal commitments, ensuring education remains accessible and manageable.
- **Continuous Evaluation System:**
  Academic progress will be monitored through **continuous assessments, project work, and term-end examinations examinations** to maintain high

academic standards.

- **Technology-Enabled Education:**
  The program leverages advanced digital platforms and tools to facilitate interactive, adaptive, and effective learning experiences.

  Digital tools such as Learning Management Systems (LMS), virtual classrooms, and online assessments enable effective delivery. The programme ensures accessibility and flexibility for learners while maintaining academic rigor.

Programme Outcomes (POs)

After completing the program students will be able to

- **PO1: Exhibit memory** of previously learned management knowledge by recalling facts, terms, basic concepts and answers.
- **PO2: Demonstrate** understanding of management facts and ideas by organizing, comparing, translating, interpreting, giving descriptions and stating main ideas.
- **PO3: Explain** contemporary management issues and their implications in real life situations.
- **PO4: Identify solutions to the problems** relating to new situations by applying acquired knowledge, facts, techniques and rules in a different way.
- **PO5: Apply** effective strategies to solve future problems and constraints, and devise feasible solutions.
- **PO6: Utilize** the knowledge of statistics, accounting, finance, marketing and HR for devising effective business models,
- **PO7: Analyze** and break information into parts by identifying motives or causes. Make interfaces and find evidence to support generalizations.
- **PO8: Appraise** techniques, skills and latest management tools to meet the competition,
- **PO9: Present** and defend opinions clearly and effectively in the corporate

and business world,

- **PO10: Develop** the right social, ethical and legal knowledge and value systems to become responsible citizens of the country.
- **PO11: Create** innovative strategies in their chosen field of specialization like Finance, HR, Operations and Marketing.
- **PO12: Engage** in a lifelong learning process

Programme Specific Outcomes (PSOs)

After completing the program students will be able to:

PSO 1: Demonstrate effective leadership skills and **build** the ability to face the challenges of corporate world.

PSO 2: Develop judgements about information, validity of ideas, or quality of work based on a set of criteria,

PSO 3: Improve their competency in working with and managing multi-disciplinary teams.

5. Instructional Design – MBA (ODL/OL) Programme

The Instructional design of the **MBA (ODL / OL) Programme** adheres to the **UGC (ODL and Online Programmes) Regulations, 2020** and is aligned with the guiding principles of the **National Education Policy (NEP) 2020**. It emphasizes learner-centric, flexible, and outcome-based education to ensure holistic professional development.

(i) Programme Structure:

- Designed as a **two-year postgraduate programme** divided into **four semesters,** providing comprehensive knowledge in **business management and leadership.**
- Offers core courses, elective/specialization papers, and project work to balance theoretical understanding with practical application.
- Includes specialization options in key areas such as Marketing, Finance, Human Resource Management.
- Integrates **Generic Electives** (GE), **Skill Enhancement Courses** (SEC), and **Ability Enhancement Courses** (AEC) to promote multidisciplinary learning and employability.
- Incorporates a **Internship** as per ODL norms to provide practical exposure and hands-on managerial experience.

(ii) Learning Resources:

- Provides **Self-Learning Materials (SLMs)** designed in interactive and modular format for independent study.
- Offers access to **video lectures , case studies** for enriched learning.

(iii) Academic Counselling and Support:

- Conducts **academic counselling sessions** to provide conceptual clarity and personalized guidance.
- Organizes **webinars, virtual workshops, and discussion forums** for collaborative and experiential learning.

- Ensures **continuous learner** support through academic mentors and online communication channels.

(iv) **Credit Framework:**

- **Years 1 :** Focus on **Foundational and Core Courses** such as **Discipline-Specific Core (DSC)** and **Skill Enhancement Courses** (**SEC)**
- **Year 2:** Emphasizes **Discipline-Specific Core (DSC)** and **Skill Enhancement Courses** (**SEC) Disciplinary Specific Electives (DSE)** , a **Research Project**, and an **Internship** for experiential learning.

(v) Programme Curriculum:

The **MBA (ODL/OL)** curriculum follows the **approved structure of RNB Global University** in alignment with **NEP 2020** and **UGC (ODL) Regulations,** ensuring parity with the regular mode. It is designed to provide a **comprehensive understanding of management principles**, combining theoretical knowledge with practical applications. The curriculum follows the approved structure of **RNB Global University** PG programme under **NEP 2020,** maintaining uniformity with the conventional mode while incorporating flexibility for ODL /OL learners.

Specializations Offered:

- Marketing Management
- Finance Management
- Human Resource Management

The programme aims to develop **strategic thinking, analytical ability, leadership skills, and ethical decision-making** among learners.

Mapping of Teaching Methods and Instructional Media to ODL / OL Compliance

(a) Introduction

In alignment with the guidelines of regulatory bodies for Open and Distance Learning (ODL) and Online Learning (OL), the MBA programme adopts a structured approach to ensure that all teaching-learning processes are effectively delivered through technology-enabled platforms. The pedagogical practices are mapped with digital tools, learner support mechanisms, and assessment strategies to ensure equivalence with conventional mode learning.

(b) Mapping of Teaching Methods to ODL/OL Mode

Teaching Method	ODL Mode Implementation	Online Mode Implementation (OL)	Compliance with UGC-DEB Norms
Lectures and Case Studies	Self-learning printed material (SLM) with case studies and illustrations	Video lectures, recorded sessions, and case-based digital content on LMS	Ensures structured SLM and multimedia delivery as per ODL guidelines
Group Discussions and Presentations	Discussion forums, assignment-based peer interaction	Live virtual discussions, student presentations via video conferencing tools	Promotes learner interaction and collaborative learning
Live Projects	Project reports, field-based assignments	Project-based learning using digital platforms	Ensures experiential learning and skill development
Industry Interaction and Guest Lectures	Recorded expert talks	Live webinars, guest lectures through virtual platforms	Provides industry exposure and real-time insights

(c) Mapping of Instructional Media to ODL/OL Mode

Instructional Media	ODL Mode Implementation	Online Mode Implementation (OL)	Compliance Aspect
Printed Materials (SLM)	Primary mode of content delivery with structured units, exercises, and self-assessment	Supplementary downloadable study material in digital format	Mandatory SLM requirement fulfilled
E-Learning Modules	LMS-supported access to content, assignments, and announcements	Interactive modules with quizzes, discussion forums, and progress tracking	Supports learner engagement and continuous learning
Video Lectures and Webinars	Pre-recorded lectures accessible online	Live and recorded video sessions, webinars, and interactive classes	Ensures multimedia learning and synchronous interaction
ICT-Based Tools	ICT tools for communication and support services	Extensive use of LMS, video conferencing, and online assessment systems	Ensures technology-enabled delivery and evaluation

(d) Learner Support Services (ODL/OL Compliance)

To ensure effective implementation of teaching methods, the following learner support systems are integrated:

- **Academic Support:** Online counseling sessions, doubt-clearing forums, mentoring
- **Technical Support:** LMS helpdesk, user manuals, IT assistance
- **Administrative Support:** Online admission, fee payment, grievance redressal
- **Library Support:** Access to e-books, e-journals, digital repositories

(e) Assessment and Evaluation Mapping

Component	ODL Mode	Online Mode
Internal Assessment	Assignments, case analysis, project reports	Online quizzes, assignments, presentations
Continuous Evaluation	Tutor-marked assignments (TMAs)	LMS-based assessments and tracking
End Semester Examination	Offline/center-based exams	Proctored online examinations

(f) Compliance with UGC-DEB Guidelines

The programme ensures compliance with UGC-DEB norms through:

- Development of **Self Learning Material (SLM)** in prescribed format
- Availability of **LMS platform for content delivery and interaction**
- Provision of **multimedia learning resources (audio/video content)**
- Continuous **learner engagement and support services**
- Transparent and structured **evaluation mechanisms**
- Integration of **industry-relevant and skill-based learning**

The mapping of teaching methods and instructional media to ODL and Online modes ensures that the MBA programme maintains academic rigor, flexibility, and accessibility. The integration of digital tools, learner support systems, and continuous evaluation mechanisms ensures that learning outcomes are effectively achieved in compliance with regulatory standards.

SEMESTER WISE COURSE DETAILS

Semester – I

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEMBAC22100	DSC-1	Accounting for Decision Making	3	0	0	3
2.	CDOEMBAC22101	DSC-2	Principles of Management	3	0	0	3
3.	CDOEMBAC22102	DSC-3	Economics for Managers	3	0	0	3
4.	CDOEMBAC22103	DSC-4	Managerial Statistics	3	0	0	3
5.	CDOEMBAC22104	DSC-5	Business Environment	3	0	0	3
6.	CDOEMBAC22105	DSC-6	Organizational Behavior	3	0	0	3
7.	CDOEMBAC22106	DSC-7	Information Technology for Managers	3	0	0	3
8.	CDOESEC077021	SEC-1	Thinking and Communication Skills	3	0	0	3
9.	CDOESEC077022	SEC-2	Social Interactions & LSWR Skills	3	0	0	3
			Total	**27**	**0**	**0**	**27**

Course Outcomes (COs)

Course Codes & Course Name	**After completion of these courses' students should be able to**
CDOEMBAC22100 - Accounting for Decision Making	**CO1:** Remember the students with the basic cost and management accounting concepts and their applications in managerial decision making. **CO2:** Understand the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioural finance. **CO3:** Apply the practical aspects of share market i.e. how to trade and how to be a good investor. **CO4:** Categorise the accounting process- Recording-Classifying and Summarizing & understanding the use of accounting software. **CO5:** Evaluate the techniques of Managerial Accounting in Decision Making.
CDOEMBAC22101 - Principles of Management	**CO1:** Define the nature of management and the planning and decision making. **CO2:** Develop the knowledge and capacities related to management concepts **CO3:** Apply the concepts Organizing, Directing, Leadership, Co-ordination and Controlling in the different organizational situations. **CO4:** Analyse employees behaviour, from a corporate, Dynamism. **CO5:** Evaluate Directing, Leadership, Co-ordination and Controlling.

CDOEMBAC22102 - Economics for Managers	**CO1:** Understand the application of modern economic concepts, tools and techniques in valuating business decisions taken by a firm. **CO2:** Identify needs of businessman to locate various factors affecting demand and supply of his product and plan marketing & business strategies accordingly. **CO3:** Apply the concepts and economic theories for practical use in business decision making. **CO4:** Compare and contrast the causes of inflation and deflation; National Income, business cycle, fiscal and monetary policy and plan accordingly to overcome the challenges. **CO5:** Evaluate the principals of Economics in Managerial Decision Making.
CDOEMBAC22103 - Managerial Statistics	**CO1:** Define data and various data collection techniques, which will enable them to make evidence based decisions. **CO2:** Apply the various Statistical tools & techniques in field. **CO3:** Construct a research design. **CO4:** Analyse the primary and secondary data for arriving at a conclusive decision. **CO5:** Decide the use of suitable statistical tools and techniques to assist in managerial decision making.

CDOEMBAC22104 - Business Environment	**CO1:** Define various laws & force, explain regulatory measures governing business operations in India. **CO2:** Identify the latest developments in business Environment. **CO3:** Examine Political and Legal environment, Social and Cultural Environment, Technological environment and Competitive Environment **CO4:** Determine International Environment, evaluate the complexities of business environment and their impact on business & to analyze the relationship between Government and business and understand the Political, Economic, legal and social policies of the country. **CO5:** Evaluate the student's cognizance about the concepts of business environment and its application practically.
CDOEMBAC22105 - Organizational Behaviour	**CO1:** Define the various behavioural aspects when working in an organization at any level. **CO2:** Explain the implications of individual and group behaviour in organizational Context. **CO3:** Identify the components of individual and group behaviour at various work, situations and apply behavioural techniques. **CO4:** Analyse & implement the importance of attitude, values, beliefs, assumptions and Motivation & to make aware about dynamic nature of groups in the organisation. **CO5:** Apply and create good organization culture and manage cultural diversity.

CDOEMBAC22106 - Information Technology for Managers	**CO1:** Define the basic concepts of information technology and their applications to business processes. **CO2:** Explain the Basic Framework of Information Technology & its Security. **CO3:** Apply the Practical aspect of MS Excel usage. Using practical of MS Excel **CO4:** Make use of various Functions of information technology for reporting purpose. **CO5:** Prioritize the data and information required for decision making.
CDOESECO77021 - Thinking and Communication Skills	**CO1:** Find how development of the students' ability to think critically, reason through a problem. **CO2:** Explain & develop a cogent argument or explanation for all types of daily communication. **CO3:** Identify & understand the need of effective communication & apply requires clarity of thought, ability to listen intentionally and deliver messages in the most optimal way. **CO4:** Categorise the communication skills for variety of communication activities like discussion, presentation, task – based activities, such as group work, task work. **CO5:** Evaluating the learning of the students about how to communicate effectively.

CDOESECO77022– Social Interactions & LSWR Skills	**CO1:** Understand the importance of having good interpersonal skills to be effective as a manager. **CO2:** Demonstrate leadership traits essential for achieving the given targets. **CO3:** Develop professional skills like critical thinking and problem solving **CO4:** Build assertiveness and confidence in facing job interviews by attempting various mock interviews and group discussions. **CO5:** Create and enhance analytical skills amongst students to comprehend the information at hand in a structured way.

CO PO Mapping

CDOEMBAC22 100	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	2	-	2	1	-	2	3
CO2	-	2	-	-	2	3	2	2	-	1	-	3
CO3	2	-	3	3	-	-	-	-	1	-	2	3
CO4	-	3	-	-	1	2	2	-	1	-	2	3
CO5	3	3	2	3	3	2	3	2	3	2	-	3

CDOEMBAC22 101	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	1	2	-	3	3	-	2	3	-	1	3
CO2	3	2	-	3	3	-	2	3	-	2	1	3
CO3	-	1	1	2	-	3	-	3	3	3	2	3
CO4	3	-	3	-	2	2	2	-	2	-	-	3
CO5	-	1	-	2	3	1	1	3	-	3	2	3

CDOEMBAC22 102	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	1	2	2	-	-	3	2	-	3
CO2	-	-	2	-	3	-	2	2	2	-	2	3
CO3	2	-	2	-	3	2	1	1	-	3	3	3
CO4	3	2	-	2	-	2	-	-	1	-	1	3
CO5	-	3	-	-	1	3	2	3	2	2	2	3

CDOEMBAC22 103	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	2	1	-	2	-	-	1	3
CO2	-	-	1	2	-	3	3	3	-	3	2	3
CO3	2	-	1	-	2	3	1	-	3	-	-	3
CO4	2	2	-	2	-	-	3	-	-	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

CDOEMBAC22 104	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	-	2	3	-	2	-	2	-	3	3
CO2	3	-	2	2	3	2	-	2	3	2	-	3
CO3	-	3	1	1	-	3	2	-	3	2	2	3
CO4	2	-	2	-	3	3	2	2	-	3	3	3
CO5	2	3	-	3	-	1	3	3	-	-	-	3

CDOEMBAC22 105	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	2	-	3	2	-	2	2	2	3
CO2	2	-	3	-	3	2	-	3	-	3	2	3
CO3	2	-	-	1	2	-	3	2	3	1	-	3
CO4	-	2	2	2	-	2	2	-	2	-	2	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

CDOEMBAC22 106	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	2	-	2	-	2	2	2	2	3
CO2	1	-	3	3	2	1	2		2	3	1	3
CO3	-	-	2	-	-	3	2	2	3	2	2	3
CO4	1	2	2	1	2	-	-	2	2	-	2	3
CO5	3	3	2	3	3	-	3	3	2	-	-	3

CDOESECO77 021	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	3	3	2	3	1	2	2	2	-	3	3
CO2	-	2	3	2	1	-	-	2	2	-	2	-
CO3	3	-	2	3	2	-	3	2	-	2	3	2
CO4	2	1	2	1	-	-	-	-	2	2	3	2
CO5	2	3	-	3	2	2	-	2	3	3	2	3

CDOESECO77022	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	2	2	-	3	-	2	3	-	-	-	3
CO2	3	2	-	3	-	-	3	3	2	-	-	3
CO3	1	3	-	2	-	3	-	-	3	3	3	3
CO4	2	3	3	-	3	-	-	3	3	2	3	3
CO5	-	3	3	3	-	-	3	-	-	3	-	3

Curriculum

Course Name: Accounting for Decision Making
Course Code: CDOEMBAC22100

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioural finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market
i.e. how to trade and how to be a good investor.
- The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outline

Unit I: Overview

Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit II: Mechanics of Accounting

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of Companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III: Analysis of financial statement

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.
Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis
Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Unit IV: Shares and Share Capital

Shares, Share Capital, Accounting Entries, Under subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.

Debentures: Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.

Suggested Readings:

1. Anthony, Merchant and Hawkins, Accounting – Text and Cases, 12thEdition, Tata McGraw hill, 2011
2. William J. Bruns, Jr., Financial Reporting and Management Accounting, Pearson Publication, 6th edition, 2010.
3. S.N. Maheshwari, S.K. Maheshwari, Financial Accounting, Vikas Publication, 4th edition – 2011.
4. I.M. Pandey – Management Accounting – Vikas Publication -3rd edition -2010.
5. S.K. Bhattacharyya; John Dearden – Accounting for Management Text and Cases – Vikas publication , 6th edition– Reprint 2011.
6. Charles H.Gibson –Financial Statement Analysis –Cengage Publication –12th edition -2011.

Course Name: Principles of Management
Course Code: CDOEMBAC22101

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyse consumer behaviour, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The basic objective of this course is to provide the knowledge of basic concepts and principles of management.

Course Outline

Unit I: **Introduction**

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma. Corporate social responsibility: concept, need, tools and strategies. **Evolution of management thought and Management thinkers**; Scientific Management, Bureaucratic approach, General administrative theories, Behavioral approach – Hawthorne Studies, Quantitative approach, Systems approach – Closed System vs. Open System; Subsystem, System Boundary., Contingency approach.

Unit II: Planning

Importance, types of plans, and process of planning, business forecasting, Concept, importance, benefits, limitations. Process of Managing by Objectives (MBO). **Decision-Making**: Importance, types, steps and approaches, Decision Making in various conditions – under **certainty vs Uncertainty**; **Planned vs. Non-planned** decision; decision tree.

Unit III: Organizing

Concept, types, structure and process of organization, Bases of departmentalization, **Line & Staff** concept; problems of use of staff & ways to avoid line-staff conflict**; Authority & power**:-concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Centralization vs. Decentralization**: concept, reasons types and advantages and disadvantages of decentralization. **Coordination**: Co-ordination functions in Organization - Human Factors and Motivation Maslow's Theory, McGregor's Theory. And other Motivational Theories; Leadership - Committees and group Decision Making - Communication - Global Leading. **Directing -** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV: Control

Concept, importance, characteristics, planning-control relationship, process of control – setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control.

Unit V: Comparative study

Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management; Modern management techniques: an overview of various latest techniques: Business process Re-engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.

Suggested Readings

1. Koontz, Harold**;** Essentials of Management: An International Perspectives*;*8th Edition; Tata Mc Graw Hill, New Delhi.
2. Robbins, De Cenzo and Bhattacharya, Agarwal; Fundamentals of Management; 6th Edition; Pearson Education.
3. Prasad, L.M.; Principles and Practice of Management;6th Edition; Sultan Chand & Sons, New Delhi.
4. Stoner, James A.F. and Freeman, Edward R.; Management; 6th Edition; Pearson Education, New Delhi.
5. Griffin, *Management: Principle & Applications*, Cengage Learning.

Course Name: Economics for Managers
Course Code: CDOEMBAC22102

Objectives

- The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Outline

Unit I: The Meaning and importance of Economics

Limitations of economics –The relevance of Economics to other functional areas of management in decision making - Scope of Micro and Macro Economics in decision making process – Circular flow of income, two sector model- to four sector model; Economic Equilibrium situation

Unit II: Individual decision-making Micro and Macro

Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions -Allocation and utilization in short run and long run and managerial issues involved.

Unit III: Decisions influenced by laws of returns to scale and cost decision making

Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage indecision making process.

Unit IV: The role of Government in business, in different economies

Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP ,NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest, PCI, PCS,PCC, Industrial Index, FDI, FII.- What are the influences of these indecision the decisions involved in micro and macro level.

Unit V: Different types of Government policies

Macro policies - Fiscal and monetary policy, the influence of the Business cycles in managerial decisions-Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

Suggested Readings:

1. Karl E. Case, Ray C.Fair; Principles of Economics ; Pearson 2012.
2. H. Kaushal, Managerial Economics – Case Study, MacMillan, 2011.
3. Paul Samuelson William d. Nordhaus, Economics, 19th Edition Mc Graw Hill, New Delhi, 2011
4. Dominick Salvatore, "Managerial Economics in a Global Economy" 4th Edition, Thomson South-Western.2011
5. V.L.Mote et al, "Managerial Economics", Tata McGraw-Hill Publishing Company Limited, India,2011
6. John Solomon. "Economics", Pearson Education, India, 2011
7. Joel Dean, "Managerial Economics", Prentice – Hall of India, 2011

Course Name: Managerial Statistics
Course Code: CDOEMBAC22103

Objectives

- The overarching objective of Statistics in Business is for students to describe data and make evidence-based decisions using inferential statistics that are based on well-reasoned statistical arguments. The specific course objectives are to:
  - describe data with descriptive statistics;
  - perform statistical analyses;
  - interpret the results of statistical analyses;
  - Make inferences about the population from sample data.
- The basic purpose of the course is to provide the knowledge about statistical tools and techniques to assist the participants in better decision making.

Course Outline

Unit I: Measures of central tendency
(Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles) – Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation).

Unit II: Correlation analysis

Scatter diagram method – Karl Pearson's Coefficient of correlation- Spearman's Rank correlation. **Regression Analysis** (simple regression) – **Time Series Analysis** (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

Unit III: Hypothesis testing

Parametric tests (t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA. **Chi-square test** (Goodness of fit and Independence of attributes)- Non- parametric tests (U test, H test and K-S test).

Unit IV: Probability and Probability distributions

Basic probability – Addition theorem –Multiplication theorem – Conditional Probability – Baye"s theorem – **Probability distributions** – Binomial, Poisson and Normal distribution

Unit V: Decision Analysis

Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPPI and EVPI) – Decision tree analysis;

Suggested Readings:

1. Levine, Stephan, Krehbiel and Berenson, Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, Managerial Statistics, Cengage Learning, 2011.
4. P.N. Arora, Managerial Statistics, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, Statistics for Management, Tata McGraw Hill Publishing Company, 2008.

Course Name: Business Environment Course Code: CDOEMBAC22104

Objectives

- There is a close and continuous interaction between the business and its environment. This interaction helps in strengthening the business firm and using its resources more effectively.
- The purpose of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.

Course Outline

Unit I: An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment; Competitive structure of industries, environmental analysis and strategic management Managing diversity, Scope of business, characteristics of business. Objectives and the uses of study, Process and limitations of environmental analysis

Unit II: Economic Environment

Nature of Economic Environment, Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy, Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

Unit III: Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, Business and society, social audit, business ethics and corporate governance. **Political Environment**: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention;

Unit IV: Natural and Technological Environment

Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India, Management of technology, features and impact of technology, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Suggested Readings:

1. Dhingra, C.; The Indian Economy Environment and Policy, Sultan Chand and Sons, 17th Edition 2003.
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House, 2002 12th revised edition.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, 2000 7th edition.
4. Salim, Seikh; Business Environment; Pearson Education.
5. C.A.Rangarajan-"Perspective in Economics"-S. Chand & Sons.

Course Name: Organizational Behavior Course Code: CDOEMBAC22105

<u>Objectives</u>

- Subject OB prepares students about basic psychology of job. It makes pupil understand about various behavioural aspects when working in an organization at any level.
- To understand the implications of individual and group behaviour in organizational Context. The students will conceptualize the components of individual and group behaviour, understand the practicability of communication and understand the various work, situations and apply behavioural techniques.

Course Outline

Unit I
Organizational Behaviour: Definition of OB, Contributing Disciplines to OB, Challenges and Opportunities for OB. Managing Diversity.
Foundations of Individual Behaviour: Personal and Biographical Characteristics,
Learning- Definition**, Process,** Theories of Learning,
Values & Attitudes: Types of Values, Components of Attitude, Types of Attitude, Cognitive-Dissonance Theory. Emotional Intelligence and its Dimension, Influence of EQ on Managerial Performance.
Personality: Determinants of Personality, Major Personality Traits, Big Five Model, Types of Personality, Job Fit Theory, Measuring Personality**.**
Perception, Attribution Theory, Person's Perception. Perceptual Errors.

Unit II
Motivation: Definition, Process & Importance of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.
Job Satisfaction: Meaning**,** Factors Determining Job Satisfaction, Effect of Job Satisfaction on Performance
Leadership: Leadership traits , Skills and styles ,Theories of leadership; Leadership in Indian Culture; Life Position

Unit III
Foundations of Group behaviour: Types of groups, Group Dynamics, Stages of Group Formation, Transactional Analysis, Johari Window Model.
Teams: Difference between Group & Team. Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making;
Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

Unit IV
Stress Management: Meaning and Concept of Stress, Stress in Organization, Management of Stress.
Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics.
Organizational Change & Development: Meaning & Definition, Change Agents, Change Models, Resistance to Change.
Learning Organization: Meaning & Definition, Creating a Learning Organization.
Organizational Culture: Meaning, Concept & Levels of OC, Organizational climate.

Suggested Readings

1. Robbins, *Organization Behaviour*, Pearson Education.
2. Luthans, Organization *Behaviour*, Tata McGraw Hill.
3. Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill.
4. Kalliath, *Organization Behaviour*, The McGraw –Hill.
5. Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning.
6. Hersey, *Management of Organizational Behaviour*, Prentice Hall India.
7. Parikh, Gupta, Organisational *Behaviour*, Tata McGraw Hill.
8. Aswathappa, *Organization Behaviour*, Himalaya Publications.
9. Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
10. Saiyadain, M.S. : Organization Behaviour , Tata McGraw Hill.

Course Name: Information Technology for Managers
Course Code: CDOEMBAC22106

Objectives

- The course is designed for MBA Students for understanding Basic Framework of Information Technology & its Security. Practical aspect is introduced with MS Excel usage. Using practical of MS Excel students are given hands on experience to use various Functions for reporting purpose.
- The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Outline

Unit I: Computer Hardware and Software

CPU, Computer Memory, Input Technologies, Output Technologies. Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), Strategies for deciding H/W & S/W in a Business Organization.

Unit II: Computer Network & Internet

Data Communication Components of Data Communication, Data Flow- Simplex, Half Duplex, Full Duplex, Computer Network- Network topologies, Network Types (LAN, WAN and MAN), Intranet, Extranet, Protocol- Elements of a Protocol, Networking Standards, Reference Models- OSI Model, TCP/IP Model Internet Terminologies: URL, Worldwide Web. Overview of various services on Internet: E-mail, FTP, Telnet, Chat, Instant Messaging.

Unit III: Computers & Network Securities

Introduction to Cryptography: Encryption and Decryption, Symmetric and Asymmetric, Public Key and Private Key, Digital Signatures, System Securities: Intruders, Virus, Firewall and Strategies to develop digital Security in an Business Organizations.

Unit IV: Basics of Excel

The Excel 2007 Ribbon, the Quick Access Toolbar, Worksheets, moving around a Worksheet and Workbook, Printing a Worksheet.

Working with Data: Basic Techniques Cells and Ranges, Selecting Ranges, Filling Series, Copying and Moving Cell Entries, Working with Rows and Columns Basic Cell Formatting, Basic Number Formats / Conditional Formatting / Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing.

Excel Formulas, Copying Formulas, Entering Formulas, Absolute Addressing Useful Excel Function IF Statements, Text Functions, Basic Date and Time Functions, The SUMPRODUCT Function, COUNTIF, COUNTA, and COUNTBLANK Functions, Sorting in Excel, Filtering Data, Subtotals, Pivot Tables, Conditional Formatting: The Formula Option, Financial functions.

Unit V: Charts

Creating Charts, Resizing and Moving Charts, Basic Formatting of Charts, Formatting Axes and Data Series, Customizing Charts.

Modeling Tools: Data Tables, Two-Way Data Tables, Goal Seek, Mangers Scenario, Using Excel Solver Solving Optimization Problems / Developing a Solver Model / Configuring Solver to Solve the Problem.

Suggested Readings

1. ITL Education Solutions, Introduction to Information Technology, Pearson Education.
2. Anita Goel "Computer Fundamentals", Pearson.
3. Norton Peter, "Introduction to computers", 4th Ed., TMH, 2001.
4. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
5. Joseph Brady & Ellen F Monk, Problem Solving Cases in Microsoft, Excel Thomson Learning.

Course Name: Thinking and Communication Skills Course Code: CDOESECO77021

Objectives

- The objective of the course is to develop the students' ability to think critically, reason through a problem, and develop a cogent argument or explanation for all types of daily communication. Effective communication requires clarity of thought, ability to listen intentionally and deliver messages in the most optimal way. Thus, it will also develop the students' communication skills by a variety of communication activities, from informal discussion to formal presentation and promote communication competence in students through task – based activities, such as group work, task work.

Course

Outline

Unit I

Recognizing, analyzing and responding to arguments - supporting and expanding, arguments with explanation and evidence - Applying analytical skills and critically, evaluating - conclusion and inference;

Unit II

Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference

Unit III

Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and one's value, self-introduction–expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises – Newspaper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

Unit IV

Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in a team - Managerial etiquettes – E-mail etiquettes - Telephone skills –Managing Meetings - Effective Group discussions - Interview Skills.

Unit V

Written communication - case analysis – letter writing - Enquiry letter, sales Letter, complaint letter, Job application and Resume Writing – Report writing

Suggested Readings:

1. John Butterworth and Geoff Thwaites, Thinking Skills Cambridge University Press, reprint 2009.
2. Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius Every day, Dell 2000
3. Shriley Taylor and V. Chandra - Communication for Business: A PracticalApproach-4th edition(Pearson) Publication:2011
4. Dr. K. Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010

Course Name: Social Interactions & LSWR Skills
Course Code: CDOESECO77022

Course Outline - Final Assessment – Presentation

Unit I: Ice Breaking Session & Language Skills
Ice Breaking Session, Formation of Sentences, Correction of sentences, structures, Tenses, Common Errors in English Language.

Unit II: Social Communication Skills
Social Communication Skills, socializing, ice breakers, Informal conversation Vs Formal expression small talk – dialogue, overcoming shyness, hesitation, understanding cultural codes.

Unit III: Reading Skills
Reading for a purpose, making inferences, distinguishing facts and opinions, identifying author's purpose, tone, bias, differentiate between literal & figurative meaning, Reading Comprehension, Reading Articles, Reading Short Stories/Short Fictions.

Unit IV: Writing Skills
Written communication – differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance etc, Story Writing (through pictures/videos) Dialogue Writing, Email Writing, News Writing

Unit V: Listening & Speaking Skills
Comprehension of main ideas and important details; understanding of speaker's purpose and attitude; understanding spoken data in order to make inferences, form generalization, and draw conclusion, becoming active listener, listening to Inspirational Movies/Clips, Listening News.

Speaking skills: expressing ideas and opinions clearly; selecting, organizing and presenting information spontaneously; summarizing main ideas from various sources, Introducing Oneself and others, Public Speaking, Extempore, Practicing Short Dialogues (Situational Conversations), Group Discussion

Semester – II

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEMBAC22150	DSC-8	Financial Management	3	0	0	3
2.	CDOEMBAC22151	DSC-9	Management Information System	3	0	0	3
3.	CDOEMBAC22152	DSC-10	Marketing Management	3	0	0	3
4.	CDOEMBAC22153	DSC-11	Human Resource Management	3	0	0	3
5.	CDOEMBAC22154	DSC-12	Production and Operations Management	3	0	0	3
6.	CDOEMBAC22155	DSC-13	Legal Aspects of Business	3	0	0	3
7.	CDOEMBAC22156	DSC-14	Research Methodology	3	0	0	3
8.	CDOESEC077023	SEC-3	Career Advancement Course Module	3	0	0	3
9.	CDOESEC077024	SEC-4	Skill Enhancement & Digital Footprints	3	0	0	3
			Total	**27**	**0**	**0**	**27**

Course Outcomes (COs)

Course Codes & Course Name	After completion of these courses' students should be able to
CDOEMBAC22150- Financial Management	**CO1:** Define the concepts, vital tools and techniques applicable for financial decision making by a business firm. **CO2:** Explain the functions of Finance in organization and methods in managing funds for business **CO3:** Apply the concepts of budgeting, working capital, cost of capital including the choice of source of funds. **CO4:** Analyse the practical problems relating to the financing of funds including pricing and dividend theories. **CO5:** Select the methods and techniques for analysing the data for financial decision making.
CDOEMBAC22151- Management Information System	**CO1:** Explain the Information Systems used in Business. **CO2:** Make use of design, development, and security of Management Information System & its utility. **CO3:** Classify the ethical and social issues in using information system. **CO4:** Compile the utility of Decision Support System. **CO5:** Prioritise the use and analysis of data and information for decision making.
CDOEMBAC22152- Marketing Management	**CO1:** Relate the concepts, philosophies, processes and techniques of Marketing Management to real operations of a firm. **CO2:** Interpret & relate the fundamental concepts & practices from business perspective in the organisation. **CO3:** Make use of various opportunities available in various sectors in the field of marketing management & apply the concepts related to market research. **CO4:** Analyse the consumer buying behavioural process & take part in the process of developing new product & market segmentation. **CO5:** Evaluate various marketing campaigns and could decide on effective strategies.
CDOEMBAC22153- Human Resource Management	**CO1:** Define the concepts, methods and techniques and issues involved in managing human resource. **CO2:** Understand the concept of Managing Human Resources and work situations. **CO3:** Apply the effective Human Resources and working environment of the organizations, the importance of Management; Training, performance appraisal. **CO4:** Analyse the need of employing, maintaining and promoting a motivated force in an organization. **CO5:** Impart knowledge on Industrial Relations- Trade unions, Grievance Management, Contemporary Issues in HRM and Strategic Issues

	confronting IR.
CDOEMBAC22154-Production and Operations Management	**CO1:** Define the basic concepts and theories of the production management & comprehend the operations management situations with greater confidence. **CO2:** Understand the strategic significance of Production & Operation management. **CO3:** Understand quality management and the evolution of practice; assess the relationship between quality and capability, and between quality and competitiveness; **CO4:** Apply Planning, Scheduling and Control of Production and Operations Management functions in both manufacturing and Services. **CO5:** Analyse the effectiveness of operations by job & work design, process design, layout design, design & control system.
CDOEMBAC22155-Legal Aspects of Business	**CO1:** Relate the rights and liabilities of a person based on the contract under Indian contract Act, Companies Act, 2013, **CO2:** Explain the utility of negotiable instrument Act and Partnership Act with new concept of limited liability partnership. **CO3:** Develop with case law studies related to Business Laws, labor laws. **CO4:** Analyse and define the concept of business law, its application and source. Rights of customers and seller under Sale of Goods Act, different provisions. Negotiable instruments Act and Partnership Act etc. **CO5:** Evaluate the major law enactments in India.
CDOEMBAC22156-Research Methodology	**CO1:** Understand the research process, tools and techniques in order to facilitate managerial decision-making. **CO2:** Explain the basic concepts of research methods and its usefulness in business situations. **CO3:** Apply research design, sample design and sampling methods & apply appropriate methods for data collection for research work by implementation of statistical tools for data analysis and interpretation for business decision making. **CO4:** Discover the analytical abilities and research skills with hands on experience and learning in Business Research. **CO5:** Interpret the various research methods and its usefulness in real business situations.
CDOESECO77023-Career Advancement Course Module	**CO1:** Understand etiquette requirements for office, telephone, and Internet business interaction scenarios. **CO2:** Explain the need for etiquette to be followed in the professional world. **CO3:** Develop confidence and enhance competitiveness by projecting positive image of themselves and of their future. **CO4:** Build employability skills like critical thinking, team work, conflict management and leadership skills **CO5:** Create cognitive skills amongst the management graduates so that they can decipher the context of subject properly.

CDOESECO77024-Skill Enhancement & Digital Footprints	**CO1:** Define the importance of digital media & footprints, blog writing etc. **CO2:** Interpret the need of the reading & writing skills. **CO3:** Develop the skills of conducting the workshop which can enhance their managerial skills. **CO4:** Analyse the learned skills in making a documentary on the assigned title. **CO5:** Create a perspective on digital advancement which would help them shape their domain skills.

CO PO Mapping

CDOEMBAC22 150	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	3	1	2	2	-	-	3	3
CO2	2	2	-	2	3	-	2	2	3	3	2	3
CO3	1	-	2	-	3	3	3	-	2	-	1	3
CO4	-	-	2	2	-	2	-	2	-	-	-	3
CO5	3	2	1	2	-	-	1	1	1	2	3	3

CDOEMBAC22 151	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	-	-	2	-	3	-	3	2	3
CO2	1	2	3	3	2	-	2	-	2	3	3	3
CO3	-	2	2	2	-	3	2	2	3	-	1	3
CO4	1	2	-	2	2	-	1	2	-	-	1	3
CO5	-	-	-	3	2	3	-	-	3	3	-	3

CDOEMBAC22 152	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	-	3	-	-	3	2	2	3
CO2	1	2	-	3	3	3	3	2	2	-	2	3
CO3	-	3	1	-	3	-	3	3	3	3	3	3
CO4	-	-	-	3	2	-	2	3	-	3	3	3
CO5	3	3	-	2	2	-	-	1	3	1	-	3

CDOEMBAC22 153	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	-	-	2	2	-	1	2	3
CO2	2	-	3	-	2	3	3	3	3	3	3	3
CO3	3	2	-	1	3	2	2	-	2	-	2	3
CO4	2	-	-	3	3	1	3	3	3	2	-	3
CO5	-	3	2	2	-	2	-	2	3	1	-	3

CDOEMBAC22 154	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	-	2	-	2	-	3	1	3
CO2	-	2	1	2	2	3	3	3	3	1	-	3
CO3	3	2	3	1	3	-	2	-	2	-	3	3
CO4	-	-	-	2	3	-	-	3	-	1	2	3
CO5	1	-	1	-	-	1	2	3	3	1	1	3

CDOEMBAC22155	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	-	-	2	2	-	3	2	3
CO2	-	3	-	2	2	3	3	3	3	3	-	3
CO3	3	3	3	2	3	3	2	-	3	2	2	3
CO4	2	-	-	3	3	1	-	3	3	2	-	3
CO5	1	2	1	-	2	-	1	1	2	-	2	2
CDOEMBAC22156	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	3	2	3	2	2	1	2	2	2
CO2	2	-	3	-	-	-	-	-	2	-	2	2
CO3	3	3	2	3	3	2	-	3	-	-	2	3
CO4	-	2	1	-	2	2	2	-	-	2	-	3
CO5	-	3	2	2	3	3	2	3	3	3	3	3
CDOESECO77023	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	3	3	2	2	1	-	2	1	3	3
CO2	1	1	2	1	2	-	-	2	2	2	2	3
CO3	1	-	1	-	2	-	3	2	-	2	-	3
CO4	-	1	2	3	-	2	-	1	3	1	2	3
CO5	2	1	2	3	-	2	3	2	2	3	2	3
CDOESECO77024	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	-	3	-	-	3	3	3	3
CO2	-	2	-	-	2	3	-	2	3	-	3	3
CO3	2	-	3	3	-	-	2	3	-	3	2	3
CO4	1	2	3	2	3	2	3	2	3	2	2	3
CO5	-	1	2	-	-	2	3	2	3	-	2	3

Curriculum

Course Name: Financial Management
Course Code: CDOEMBAC22150

Objective:

- The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.
- To introduce the function of Finance in organization and methods in managing funds for business-Finance is concerned with everything that takes place in the conduct of the business. Obviously, the subject seeks to develop and acquaint the students with the various Concepts, techniques, and methods of planning forecasting, raising, effective utilization appraisal and to develop and increase the decision making ability in the area of finance.

Course Outline

Unit I: Introduction
Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II: Investment Decision
Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Points.

Unit III: Financing Decision
Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital: Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV: Dividend Decision
Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Unit V: Overview of Working Capital Decision
Concept, components, factors affecting working capital requirement, Operating Cycle, Management of cash, inventory and receivables; Introduction to Working Capital Financing.
New Financial Institutions and Instruments viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository

Receipts.

Suggested Readings

1. Principles and Practice of Financial Management – I. M. Pandey, Vikas Publishing.
2. Financial Management - M. Y. Khan & P.K. Jain; McGraw Hill.
3. Financial Management – Prasanna Chandra, McGraw Hill.
4. Van Horne, Fundamentals of Financial Management, 13 Editions (Pearson).

Course Name: Management Information System
Course Code: - CDOEMBAC22151

Objectives

- The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.
- To understand the basic concepts of Information Systems applicable to Management. To study the design, development and security of Management Information Systems. To learn about the various modules in Enterprise Resource Planning System. To Practice Data processing using MS-Excel and MS- Access.

Course Outline

Unit I: Introduction to Information Systems
Information Systems in Business IS Framework, Roles of IS in Business, Contemporary Approaches to Information Systems, and Types of Information Systems: Operations Support Systems, Management Support Systems; Managerial Challenges of Information Technology.

Unit II: Information Systems and Strategy
IS Impact on Organizations and Business Firms, Economic Impacts, Organizational and Behavioral Impacts. Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model, The Business Value Chain Model, Aligning IT with Business Objectives.

Unit III: Decision Making and Information Systems
Business Value of Improved Decision Making, Types of Decisions & Reports, Systems for Decision Support: Management Information Systems (MIS), Decision-Support Systems (DSS), Data Visualization and Geographic Information Systems, Web-Based Customer Decision-Support Systems, Group Decision-Support Systems (GROUP DISCUSSIONSS), Executive Support Systems (ESS).

Unit IV: Development of Information System
Systems Development and Organizational Change, Business Process Reengineering

(BPR), Business Process Management, Systems Analysis, Data Flow Diagrams, Systems Design. Traditional Systems Life Cycle (SDLC), Prototyping, End-User Development, Application Software Packages and Outsourcing;

Unit V: Enterprise Business Systems

Customer Relationship Management (CRM): Three Phases of CRM, Benefits and Challenges of CRM, Trends in CRM. Enterprise Resource Planning (ERP): Benefits and Challenges of ERP Cost of ERP, Causes of ERP Failures, Trends in ERP.

Suggested Readings:

1. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems, Managing the Digital Firm, 10th Edition.
2. James A O'Brien, Management Information Systems, 10th Edition, Tata McGraw Hill Companies.
3. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley and-Sons.

Course Name: Marketing Management
Course Code: CDOEMBAC22152

Objectives

- The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.
- The basic objective of this course is to understand the concepts of marketing.

Course Outline

Unit I: Introduction to Marketing

Defining Marketing, Understanding significance, A brief description of Marketing-mix. Concept of 4Ps, 4Cs, &4As,7Ps; Evolution of marketing concept; The odore Levitt's classic "Marketing Myopia"; Understanding Marketing Environment; Theodore Levitt's classic "Marketing Myopia"; Understanding Marketing Environment; Relationship between Marketing and Strategic Planning. Marketing Process and marketing Plan.

Unit II: **Consumer Behavior, Segmentation Targeting and Positioning Strategies**

Understanding consumer behavior, Types of consumers, the consumer decision-making process. Consumer Adoption Process. CRM concept in Marketing. Levels of Market Segmentation, Segmenting Consumer Markets ,Bases for Segmenting Business Markets, Market Targeting, concept of positioning; Ansoff's strategy classification.

Unit III: **Marketing Mix and Product Strategy** Product Characteristics and Classifications; PLC and Strategies at each stage of PLC; Product Differentiation, Product and Brand Relationship–Line Decisions; Brand equity models; Managing brand equity; Measuring Brand equity, Packaging and Labeling. New Product Development: Managing New Product Development, idea generation, concept development, product development, test marketing, commercialization and adaptation process.

Unit IV: **Pricing strategy**

Understanding pricing, Initiating and responding to price change**.**

Unit V: **Distribution strategy**

Importance of Marketing Channel; Role of Marketing Channels; Channel-design decisions; Channel- Management Decisions; Managing Channel conflict, cooperation, competition, Physical Distribution. Channel Complexity and Benchmark Marketing.

Unit VI: **Promotion Strategy**

Designing Integrated Marketing Communications; Developing effective communication, deciding on communication mix; Managing Mass Communication; Developing and managing advertisement; Deciding on media and measuring effectiveness of advertisement. Emerging Trends in Marketing Promotion Strategy.

Unit VII: Contemporary Issues in Marketing

Green Marketing; Social marketing; Digital marketing; e- Retailing; Marketing Information System, Using Analytics, Tracking & Data Visualization in Marketing.

Suggested Readings:

1. Marketing Management (13TH ed.)-A South Asian Perspective, Kotler, Keller, Koshy and Jha: Pearson Education.
2. Fundamental of Marketing: Stanton, Etzel, Walker; McGraw Hill. Principles of Marketing; Kotler and Armstrong; Prentice Hall.
3. Marketing Management; Planning, Implementation and Control (3rded) by VS Ramaswamy and S Namakumari, McMillan.
4. Marketing Management, Saxena, Ranjan Tata McGrawHill, New Delhi.

Course Name: Human Resource Management
Course Code: CDOEMBAC22153

Objectives

- This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.
- The student will be able to understand the concept of Managing Human Resources and work situations. It helps to identify the effective Human Resources and working environment of the organizations. The students will understand the importance of Management; understand the importance of Training, performance appraisal, and the importance of time management.

Course Outline

Unit I: Introduction
Introduction to HRM: Perspective for the new era, Difference between PM and HRM, Competencies of HR Professionals, Strategic HRM.

Unit II: Human Resource Planning
Concept of HRP, HRP and Strategy, Objectives, process of HRP, methods of HRP (demand and supply forecasting), Career Planning

Unit III: **Job Analysis and Job Design**
Concept of Job analysis uses of job analysis, methods of job analysis, Job description: Job specification, Concept of job evaluation, Competency mapping.

Unit IV: Recruitment and Selection, Placement and Induction
Introduction to recruitment, factors affecting recruitment, sources of recruitment, methods of recruitment, Introduction to selection, process of selection, Tools of selection, concept of Induction and Placement, Process of Induction. Training and development Introduction, difference between training and development, Training Process, learning principles that are applied, Training need analysis, methods of training, Training Evaluation, Methods of Development.

Unit V: Performance Management
Importance, process of performance appraisal, methods used for performance evaluation, Errors in Performance Appraisal, Counseling. Compensation Management - Concept and Elements of Compensation, Components of compensation system, 3P's of Compensation, Concept of Job Evaluation.
Industrial Relations **-** Introduction to IR, concept of Industrial Relations, Industrial Relation in India through different ages, Trade unions, Grievance Management, contemporary Issues in HRM and strategic issues confronting IR.

Suggested Readings:

1. Human Resource Management by Gary Dessler and Biju Varkky, 11 edition, Pearson India.
2. David A De Cenzo and S. P. Robbins, Personnel/Human Resource Management", Prentice Hall of India.
3. Industrial relations in Indian states by C. S. Venkata Ratnam.
4. Human Resource Management, VSP Rao, 2ND Edition, Excel Books.
5. Human Resource Management, Snell and Bohlander, Cengage publications.

Course Name: Production & Operations Management
Course Code: CDOEMBAC22154

Objectives

- The Course is designed to make student understand the strategic significance of Production & Operation management, to acquaint them with application of discipline to deal with real life business problem.
- To enable students understand the principles, practices and areas of application in shop floor management.

Course Outline

Unit I

Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing &Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

Unit II

Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility Location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

Unit III

Maintenance Management Types of Maintenance; Maintenance Model; Techniques; Introduction to TPM; Techniques for Machine Scheduling;

Unit IV

Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit V

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous improvement (Kaizen), Total Quality Management (TQM).

Suggested Readings:

1. Krajewski & Ritzman (2004). Operation Management – Strategy and Analysis. Prentice Hall of India.
2. Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt. Limited.
3. Production and Operations Management by S.N.Chary,2013, 5th edition, McGraw-Hill, New Delhi.
4. Production and Operations Management by Chase, Aquilano and Jacobs, Tata McGraw-Hill.
5. Operations Management by Norman Gaither and Greg Frazier, 2013, 9th edition, South–Western Cengage Learning.

Course Name: Legal Aspects of Business
Course Code: CDOEMBAC22155

Objectives

- The main objective is to give knowledge regarding rights and liabilities of a person while doing any contract under Indian contract Act, Companies Act, 2013, different provision regarding negotiable instrument Act and Partnership Act with new concept of limited liability partnership.

Course Outline

Unit I: The Indian Contract Act, 1872

Proposal- its communication, acceptance and revocation, Agreement vis-à-vis contract, void agreement & voidable contract. Consideration – essential elements, exception to rule- No consideration no contract privity of contract and consideration, Capacity to contract, Free consent – coercion, undue influence, misrepresentation, fraud, Mistake – of fact and of law, Legality of object – agreements opposed to public policy and in restraint of marriage, trade & legal proceedings, Performance of contract–liability of joint promisor, Consequences of breach of contract–liquidated damages and penalty, Quasi contract.

Unit II: Indian Partnership Act, 1932

Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act.

Unit III: Limited Liability Partnership Act, 2008

Salient features of LLP; difference between LLP, partnership and a company; LLP agreement; nature of LLP; partners and designated partners; Incorporation document; incorporation by registration; registered office of LLP and change therein; change of name partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

Unit IV: The Companies Act, 2013

Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus, Types of shares, Issue of shares.

Unit V: Negotiable Instruments Act, 1881

Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonor of NI.

Unit VI

Introduction to Consumer Protection Act, Securities Exchange Board of IndiaAct, Competition Act, The Foreign Exchange Management Act.

Suggested Readings:

1. Srinivasan , Business Law , Margham Publications.
2. Kuchal , Mercantile Law, Vikas Publication, Wadhwa & Co , Wadhwa Book Co.
3. S.N Maheshwai, S. K Maheshwari , A Manual of Business laws, Himalayan Publication.
4. The Indian Contract Act,1872.
5. Indian Partnership Act, 1932.
6. Limited Liability Partnership Act, 2008.
7. The Companies Act, 2013.
8. Negotiable Instruments Act, 1881.
9. Ravinder Kumar, Legal Aspects of Business, Cengage Learning.
10. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education.

Course Name: Research Methodology

Course Code: CDOEMBAC22156

Objectives

- The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.
- To understand the basic concepts of research methods and its usefulness in business situations.

Course Outline

Unit I: Research

Meaning, Scope and Importance, Research Process, Research Methods vs. Methodology, Types of Research, Criteria of a good research, Qualities of a good researcher, emerging issues in research; Research Problem: Introduction to research problem, Components of Research Problem, Sources of selecting a suitable Research Problem, Defining the Research Problem; Set the Research Objectives.

Unit II: Research Design

Concepts and meaning, Factors to be considered in preparing research design, Steps/components of research design, Exploratory, Descriptive and Casual research design ; Sampling Design Introduction to Sampling, Definitions, Reasons for sampling ,Basics of sampling design, Considerations to be kept in mind before choosing a Sample Design, Parameter and sample static, Sampling Frame ,Types of Sample- Probability sample and Non-probability sample, Target Population, What Size Sample is needed.

Unit III: Data Collection

Primary and Secondary data - Primary Data- objective, Uses, Sources, Advantages and Disadvantages, Survey methods; Interview Method, Telephonic Interview, Observation Method, Distinction between questionnaire and Schedule, Questionnaire Design Process, Sequencing and Layout, Question Structure, Content, Reproduction of Questionnaire. Secondary data - Objective, Uses, Sources, Advantages and Disadvantages, Fact Finding

Unit IV: Analysis of data

Descriptive analysis; Tabulation, Data transformations, Univariate analysis: Hypothesis testing, Choosing the appropriate statistical techniques, t-distribution, Chi-square for goodness of fit. ANOVA, F-test.

Unit V: Presenting Reports

Introduction, Report writing, purpose of a report, components, Important Characteristics / Essentials of a Good Report, Contents of Research Report, Format of the research report.

Suggested Readings:

1. Business Research Methods by William G. Zikmund, 2003 Edition, published by Cengage Learning India Pvt. Ltd, New Delhi.
2. Research Methodology- Methods and Techniques (2007 reprint edition) by C.R. Kothari, New Age International Publishers, and New Delhi.
3. Business Research Methods by Donald R. Cooper and Pamela S. Schidler, Published by Tata McGraw Hill.

Course Name: Career Advancement Module
Course Code: CDOESECO77023

Objectives

- To make students learn the etiquette requirements for office, telephone, and Internet business interaction scenarios.
- To prepare students for future careers.
- To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

Course Outline

Unit I: Introduction to Managerial Writing

Resume/CV, job application letters, maintaining a Diary.

Unit II: Etiquette for professionals

Office Etiquette Greetings, Punctuality, Space, Time, Play the Host, Posture, Credit and Compliments, Speak well of your co-workers. Get the first impression well, Greet others & introduce yourself, Body language- speak well, Dressing sense- appeals to others **Tele – etiquette** · Receiving Calls, Transferring calls, Taking Message/ Voice Mails, Making Outgoing Calls,· Receiving Fax,· Working principle of Mini exchange.

Unit III: Training for Internship

Logical Reasoning

Analytical (identifying the correct relationships or the correct logical order/sequence ,Series Completion, Seating Arrangement ,Direction Sense Test, Verification of Truth etc. Aptitude Training.

Arithmetic (Types and Properties of numbers, percentages profit and loss, LCM, GCD, averages, speed distance, time, work ,ratio).

Resume preparation: Preparing the resume and making it ready for internship selection process. Group Discussion Techniques, Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, web /video conferencing.

Unit IV: Industry Related Project

Survey and Study of an organization by studying about its brief history organizational structure, mission, vision, environment of business, functional departments ,competitors, customers, present market position ,future goals and careers. Prepare a report and presentation.

Unit V: Report Writing

Objectives of report, types of report, Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration;

<u>Practical Exercises</u>

1. Understanding approach for Internship by CLD with practical coordination
2. Applying to companies for internships
3. Handling the Internship Process
4. Practical understanding of Report writing and research capsule for Interns
5. Mock Interviews
6. Group discussions
7. Sessions as per feasibility with Relevant Industry people on topics of internships

Suggested Readings:

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition.
2. Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006

Course Name: Skill Enhancement & Digital Footprints

Course Code: CDOESECO77024

<u>Course Outline - Final Assessment – Preparing a documentary</u>

Unit I: Phonetics

Phonetic symbols and the International Phonetic Alphabets (IPA), The Description and Classification of Vowels (Monophthongs & Diphthong) Consonants, Phonetic Transcription & Phonology, Syllable, Stress &Intonations, Reading aloud, recording audio clips.

Unit II: Vocabulary Building

Idioms and Phrases Words Often Confused, One Word Substitutes, Word Formation: Prefixes, Bases and Suffixes.

Unit III: Digital Footprints, Social Media & Personal Branding

Introduction to Social Media, Target audience and influencers, networking through Social Networks, LinkedIn - Joining LinkedIn, Keywords for LinkedIn Profiles, Completing an Individual Profile, Headline and Picture, Summary, Experience, Contact Information, Skills and recommendations, Optional sections & managing profiles.

Blogging- Types of blogs—diary, opinion, news/updates, reviews/advice, other, Reasons to blog—money, platform, express/share/be heard, Blog names, Good blog writing - Ideas. Preparing Blog account, Voice, spicing up your posts, Mixing it up—images/video/audio/cited sources, Professionalism.

Unit IV: Conducting Workshops

Workshop: Definition, Importance, Concept, Planning & Execution, Conducting a Workshop.

Unit V: Documentary Making

What is documentary, aims & objectives, documentary for social cause, Documentary/Movie Screening & Reviews, preparing a documentary, Narration.

Semester – III

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEMBAC22200	DSC-15	Strategic Management	3	0	0	3
2.	CDOEMBAC22201	DSC-16	Entrepreneurship	3	0	0	3
3.	CDOEMBAC22202	DSC-17	Business Analytics	3	0	0	3
Group 1 (Marketing)							
4.		DSE-1	Specialization Elective – I	3	0	0	3
5.		DSE-2	Specialization Elective - II	3	0	0	3
Group 2 (Finance or HR)							
6.		DSE-3	Specialization Elective – I	3	0	0	3
7.		DSE-4	Specialization Elective - II	3	0	0	3
8.	CDOESEC077025	SEC-5	Center for Leadership Development - I	3	0	0	3
9.	CDOESEC077026	SEC-6	Managerial & Interviewing Skills	3	0	0	3
10.	CDOEIAPC99248	IAPC	Summer Internship and Report	0	0	12	6
			Total	**27**	**0**	**12**	**33**

ELECTIVES

Group 1

Specialization	Course code	Course name
Marketing	MBAE22001	Consumer Behavior
	MBAE22002	Product and Brand Management
	MBAE22003	Marketing of Services
	MBAE22004	Sales and Distribution Management

Group 2

Specialization	Course code	Course name
Finance	MBAE22007	Insurance and Risk Management
	MBAE22008	Security Analysis and Portfolio Management
	MBAE22010	Working Capital Management
	MBAE22011	Mergers and Acquisitions
HR	MBAE22013	Recruitment & Selection
	MBAE22015	Industrial Relations and Labor Law
	MBAE22017	Strategic Human Resource Management
	MBAE22019	Talent Acquisition, Training and Development

Course Outcomes (COs)

Course Codes & Course Name	After completion of these courses' students should be able to
CDOEIAPC99248-Summer Internship and Report	**CO1:** Understand the real-time working of organizations. **CO2:** Demonstrate professional knowledge, skills and attitude along with the experience needed to constitute a successful career. **CO3:** Analyse career opportunities in their areas of interest. **CO4:** Build aptitude for gaining supervised professional experiences. **CO5:** Create a clear understanding of industry trends and advancements
CDOEMBAC22200 - Strategic Management	**CO1:** Define & understand of the Strategic Management process in a dynamic and Competitive global environment. **CO2:** Explain the growing importance of strategies in uncertain business Environment & learn the unique challenges faced by firms in competitive environment. **CO3:** Identify the applicability of various Strategies in varied situations & also in general and competitive business environments. **CO4:** Examine how to resolve cases through strategic decision making, & the use strategic management concepts and techniques. **CO5:** Evaluate the understanding of the students about the application of various strategic models through different business perspectives.

CDOEMBAC22201 - Entrepreneurship	**CO1:** Define how to search financing alternatives for specific new concepts /idea of being an entrepreneur. **CO2:** Develop Entrepreneurship Skills by explaining different stories of some leading entrepreneurs are and develop competences are needed to become an entrepreneur. **CO3:** Apply 3S Model: Stimulate Sustain and Support so that a spirit of Entrepreneurship & explain about Management of Small Family Business. **CO4:** Analyse management function of a company with special reference to SME sector, start–ups and Entrepreneurship along with government subsidies available to them & also understand the role of entrepreneurship in the economic development. **CO5:** Analyze the entrepreneurial skills within individual by correlating the concepts & models taught.
CDOEMBAC22202 – Business Analytics	**CO1:** Define the basic understanding of business analytics concepts. **CO2:** Understand, classify theory, and models of business analytics. **CO3:** Apply & interpret the results by using different Software tool. **CO4:** Classify & implement the relevant technical skills & software concepts involved and be able to use appropriate techniques in using them for decision making. **CO5:** Formulate appropriate techniques in using them for decision making.
CDOESEC077025 - Centre for Leadership Development -I	**CO1:** Understand the important attributes which make a good leader **CO2:** Demonstrate competitiveness by preparing themselves for public speaking and group discussion. **CO3:** Develop team building skills, goal setting strategy, time management & conflict management. **CO4:** Build employability skills for successful placements in corporate sector **CO5:** Create critical thinking ability so as to perform successfully at higher positions of organization.
CDOESEC077026 - Managerial & Interviewing Skills	**CO1:** Understand the managerial skills required for organizing and coordinating organizational activities. **CO2:** Demonstrate leadership traits essential for achieving the given targets. **CO3:** Develop professional skills like critical thinking and problem solving **CO4:** Build assertiveness and confidence in facing job interviews by attempting various mock interviews and group discussions. **CO5:** Create knowledge of industry trends in which the student aspires to function .

CO PO Mapping

CDOEIAPC99248	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	3	2	3	3	3	2	2	2	2
CO2	-	3	3	2	1	-	1	2	1	-	2	-
CO3	1	1	2	3	3	-	2	-	-	2	3	1
CO4	1	1	2	1	-	2	3	3	2	1	1	1
CO5	2	2	3	1	-	2	3	3	2	1	2	1

CDOEMBAC22200	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	2	-	-	2	1	2	2	-	-	3
CO2	-	2	1	3	1	-	-	-	2	2	-	3
CO3	-	-	-	2	2	-	-	2	1	-	2	2
CO4	-	2	-	1	-	-	2	2	1	-	-	2
CO5	2	3	2	2	2	1	-	-	1	3	3	3

CDOEMBAC22201	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	3	2	1	-	-	1	2	-	2	2
CO2	-	3	1	3	-	-	3	2	3	3	-	2
CO3	3	2	3	1	-	2	2	-	3	2	2	3
CO4	-	-	-	3	2	1	1	-	-	2	-	2
CO5	3	1	1	3	3	1	-	2	-	2	2	2

CDOEMBAC22202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	-	1	3	-	3	-	3	3	3	3
CO2	3	-	-	2	2	3	-	2	-	-	2	-
CO3	1	-	3	-	1	2	3	3	3	3	-	3
CO4	3	3	3	3	-	-	1	-	3	-	3	3
CO5	-	3	-	3	-	3	3	3	-	3	3	3

SEC077025	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	2	3	2	3	2	3	3	3
CO2	-	2	3	2	1	-	-	2	2	-	2	1
CO3	1	-	1	3	2	3	3	2	-	1	3	1
CO4	2	1	2	-	-	1	-	1	2	-	1	2
CO5	2	1	2	-	-	3	-	3	3	-	2	2

CDOESEC077 025	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	3	2	1	1	1	2	1	1	-	3	1
CO2	-	2	3	2	1	2	-	2	3	1	1	-
CO3	1	-	1	-	2	-	3	2	-	1	3	1
CO4	3	3	2	1	-	-	2	-	3	1	2	3
CO5	3	2	2	-	3	2	-	2	3	-	3	2

Course	**Course outcomes: - After completion of these courses' students should be able to**
Specialisations Electives: Marketing	
CDOEMBAE22001-Consumer Behaviour (SE)	**CO1:** Understand environmental variables affecting consumer behavior **CO2:** Explain the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy. **CO3:** Utilize the knowledge of consumer decision making process and its applications in marketing function of firms & examine influence of social class, group dynamics on consumer behavior. **CO4:** Create consumer-oriented marketing strategies & correlate the impact of personality, perception, learning, motivation and attitude to the choices consumers make. **CO5:** Create an ability to strategize and execute marketing strategies as per the preferences of customers
CDOEMBAE22002-Product and Brand Management (SE)	**CO1:** Understand and explain the fundamental concepts of product management and branding. **CO2:** Analyze the Product Life Cycle (PLC) and the new product development process. **CO3:** Evaluate various product and branding strategies. **CO4:** Apply product differentiation and brand positioning strategies. **CO5:** Create and Develop brand architecture, brand portfolios, and corporate branding strategies.

CDOEMBAE22003-Marketing of Services (SE)	**CO1:** Understand and Explain the fundamental concepts of services marketing. **CO2:** Analyze the role of relationship management, service recovery strategies. **CO3:** Evaluate strategies for delivering quality services through employees, intermediaries. **CO4:** Apply service marketing communication models, including the services marketing triangle, and develop pricing strategies to improve service quality, customer perception, and overall business success. **CO5:** Create and Implement service quality improvement plans using the Integrated Gaps Model, closing quality gaps, and enhancing productivity in the service sector.
CDOEMBAE22004-Sales and Distribution Management (SE)	**CO1:** Find necessary skills and knowledge needed to manage sales force, distribution management. **CO2:** Relate theoretical concepts of sales and distribution to real fieldwork. **CO3:** Apply sales forecasting methods and techniques to manage expenses. **CO4:** Analyse personal selling strategies. **CO5:** Choose appropriate selling strategies in professional life.

Mapping: Specializations Electives (Marketing)

CDOEMBAE22001	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	3	3	2	3	2	2	3	3
CO2	1	-	2	-	-	1	-	2	3	3	2	2
CO3	-	2	2	2	3	-	3	2	-	3	-	-
CO4	-	2	2	2	-	3	2	-	3	-	3	-
CO5	-	2	2	2	-	3	2	-	3	-	3	3

CDOEMBAE22002	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	2	3	3	2	2	3	-	-	3
CO2	-	2	-	3	-	-	2	3	1	2	-	3
CO3	2	3	1	2	-	-	-	3	-	-	2	2
CO4	3	3	3	-	-	2	-	-	1	3	3	2
CO5	-	2	2	-	3	3	1	-	2	-	2	3

CDOEMBAE22003	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	-	1	3	-	3	-	3	3	3	3
CO2	3	-	-	2	2	3	-	2	-	-	2	-
CO3	1	-	3	-	1	2	3	3	3	3	-	3
CO4	3	3	3	3	-	-	1	-	3	-	3	3
CO5	-	3	-	3	-	3	3	3	-	3	3	3

CDOEMBAE22004	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	3	3	2	3	2	2	3	3
CO2	1	-	2	-	-	1	-	2	3	3	2	2
CO3	-	2	2	2	3	-	3	2	-	3	-	-
CO4	-	2	2	2	-	3	2	-	3	-	3	-
CO5	-	2	2	2	-	3	2	-	3	-	3	3

Course	Course outcomes: - After completion of these courses' students should be able to
Specialisation Electives: Finance	
CDOEMBAE22007 - Insurance and Risk Management (SE)	**CO1:** Remembering the basics of Insurance with the basic focus on risk management techniques. **CO2:** Understanding the practical applicability of about the various terminologies and concepts of the Risk Management. **CO3:** Apply the fundamentals and various types of risk to relate the types of insurance risk policy. **CO4:** Analyse the insurance operation, including functions of insurance, insurance markets, insurance regulations & understand the pricing, financing and diversification strategies of insurance companies. **CO5:** Evaluate the risk adjusted performance measures for risk management and value creation.
CDOEMBAE22008 - Security Analysis and Portfolio Management (SE)	**CO1:** Remember the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioural finance. **CO2:** Understand the various investment & revenues & to understand the functions and importance of Indian security market. **CO3:** Apply the concepts of TVM (Time Value of Money) concepts and calculations; including future value of a present sum, present value, and present and future values of annuities to management decision making. **CO4:** Analyse and predict the trend of stock price movement & design portfolio of investment to reduce risk and earn profit & interpret the evidence relating to market efficiency. **CO5:** Formulate the portfolio and evaluate the performance with revision if required.
CDOEMBAE22010 - Working Capital Management (SE)	**CO1: Understand and Explain** the fundamental concepts of working capital, its determinants, and the application of quantitative techniques for assessing working capital requirements. **CO2: Analyze** various quantitative techniques for forecasting working capital needs, financing options, and policy decisions related to working capital management. **CO3: Evaluate** financial statements, ratio analysis, and banking norms, including key committee reports (Chore, Marathe, Kannan) to understand macro aspects of working capital management. **CO4: Apply** cash management strategies, including motives for holding cash, components of cash balances, and effective cash management techniques to optimize liquidity. **CO5: Develop and Implement** inventory and receivables management strategies, including ABC analysis, valuation methods, and techniques to ensure optimal inventory levels and receivable realizations.

CDOEMBAE22011-Mergers and Acquisitions (SE)	**CO1:** Understand and explain the fundamental concepts of mergers, acquisitions, amalgamations, and takeovers. **CO2:** Analyze corporate valuation methods, share valuation techniques, and financial strategies, including swap ratios, share buybacks, joint ventures, and leverage buyouts in M&A transactions. **CO3:** Evaluate corporate takeover strategies, takeover defenses, statutory obligations, and SEBI regulations governing acquisitions and takeovers. **CO4:** Apply financial and accounting principles to mergers and acquisitions, including financing methods, tax implications, and accounting treatment of M&A deals. **CO5:** Develop strategic approaches for corporate restructuring, including divestitures, spin-offs, disinvestments, debt restructuring, and cross-border mergers and acquisitions.

Mapping: Specializations Electives (Finance)

CDOEMBAE22 007	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	-	1	2	-	2	-	2	-	3
CO2	3	3	-	2	2	-	3	-	-	2	-	3
CO3	-	2	-	-	2	-	1	2	3	-	2	3
CO4	2	1	3	-	2	1	-	1	3	-	3	3
CO5	3	-	2	2	-	3	2	-	3	3	3	3

CDOEMBAE22 008	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	2	-	2	-	2	-	-	1	1	3
CO2	-	-	3	-	2	2	2	-	2	-	3	3
CO3	2	2	-	2	-	-	-	3	2	2	-	3
CO4	-	2	-	3	3	-	3	2	-	-	2	3
CO5	3	3	2	3	2	3	3	2	3	2	3	3

CDOEMBAE22 010	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	-	3	1	3	3	3	1	1	3
CO2	-	-	3	1	1	-	-	-	2	-	3	3
CO3	3	2	3	2	-	1	-	2	-	3	2	3
CO4	1	2	-	3	-	2	3	-	1	2	2	3
CO5	-	-	1	1	-	-	1	3	3	-	-	3

CDOEMBAE22011	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	-	3	1	-	3	3	1	-	3
CO2	-	-	3	1	1	1	-	2	2	-	3	3
CO3	-	2	3	2	-	-	3	-	-	-	2	3
CO4	2	2	-	-	3	2	3	-	1	2	-	3
CO5	3	-	3	2	2	3	2	-	-	3	3	3

Course	**Course outcomes: - After completion of these courses' students should be able to**
	Specialisation Electives: HR
CDOEMBAE22013 – Recruitment & Selection (SE)	**CO1:** Understand and Explain the fundamentals of talent management, the employment life cycle, competency frameworks, and job analysis techniques. **CO2:** Analyze the dynamics of talent acquisition, including workforce demand and supply, internal and external recruitment strategies. **CO3:** Evaluate competency-based interview techniques, employee retention and engagement strategies, hiring processes, compensation structures, and background verification requirements. **CO4:** Apply sourcing strategies, hiring scorecards, and recruitment tools to optimize talent pipelines and ensure effective hiring across different levels, including lateral and leadership roles. **CO5:** Assess and Adapt current trends, best practices, and industry reports (e.g., NASSCOM) on talent management, recruitment process outsourcing (RPO), and employment outlook across various sectors.
CDOEMBAE22015 – Industrial Relations and Labour Law (SE)	**CO1:** Understand and Explain the concepts, systems, and infrastructure of Industrial Relations (IR) at national and international levels. **CO2:** Analyze the causes of industrial disputes, employee grievances, and the mechanisms for handling and resolving disputes to improve labour relations. **CO3:** Evaluate the principles, procedures, and effectiveness of collective bargaining and worker participation in management for maintaining industrial harmony. **CO4:** Apply the provisions of key labour laws, including the Factories Act, Workmen's Compensation Act, ESI Act, and EPF Act, to ensure compliance and employee welfare. **CO5:** Assess and Implement the legal framework of industrial relations by interpreting acts such as the Payment of Wages Act, Minimum Wages Act, Industrial Disputes Act, and Trade Union Act to enhance workplace regulations and employee rights.

CDOEMBAE22017 - Strategic Human Resource Management (SE)	**CO1:** Define the scope of strategic HRM, recruitment policy and procedure & understand about types of interviews, dos and don’ts and able to conduct interview. **CO2:** Understand the need of training & create training culture and climate & evaluate the effective soft training & suggest. **CO3:** Develop an understanding of connectivity between a specific strategy implementation with human resource strategy development at the same time; for specific projects or business units. **CO4:** Analyse & identify how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.
	CO5: Appraise the strategic role of HR in executing various HR functions for business excellence
CDOEMBAE22019 - Talent Acquisition, Training and Development (SE)	**CO1:** Define talent acquisition and differentiate between recruiting and selection processes. **CO2:** Understand the various talents acquisition organization models; analyse strategic talent priorities under the broad themes of market maturity, **CO3:** Apply the training methods for resolving issue of human resource development in organization then design training module as per the requirement **CO4:** Analyse the organization readiness, and organization aspiration; & learn more about different aspects of talent acquisition organization modes: team structure, process and governance. **CO5:** Evaluate the students on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

Mapping: Specializations Electives (HR)

CDOEMBAE22013	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		3		3		3	2	3	2		3
CO2		3		3	2	3	3	3		3	3	3
CO3	2	3	3	3		3		3	3		3	3
CO4	3	2	3	2	3	2	3		2	3	3	3
CO5	2	2	1	1	1	3		3	1	2	1	

CDOEMBAE22015	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		3		3		3	2	3	2		3
CO2		3		3	2	3	3	3		3	3	3
CO3	2	3	3	3		3		3	3		3	3
CO4	3	2	3	2	3	2	3		2	3	3	3
CO5	2	2	1	1	1	3		3	1	2	1	

CDOEMBAE22017	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2			2	2					2	2
CO2	2		2	2		2	2		2		2	
CO3			2		2		2	3		2		3
CO4	2		3					2	2	2		2
CO5	3	3	3		3	3	3		3		3	3

CDOEMBAE22019	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	2	3			3	2		3
CO2	2	2	1	3	3	3	3	2	2		2	3
CO3	2	3	3		3	1	3	3	3	3	3	3
CO4	2		2	3	1	2	2	3		3	3	3
CO5	1	3			1		3	2	3	3	3	1

CURRICULUM

Course Name: Strategic Management

Course Code: CDOEMBAC22200

Objectives

- The subject attempts to train the mind of the students with deep cognizance. Strategic management, analysis, choice, implementation & control of the various generic strategies are learnt in this subject at mature levels.
- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Outline

Unit I: Introduction

Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy - Mckinsey's 7'S Framework —Organization's Strategic Intent—Mission—Values, Goal and Objective. Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management—Overview of the concept of Corporate Governance—Crafting a Strategy—The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organization. Ansoff's Model, I/O Model and RBV Model;

Unit II: Understanding Competitiveness

The Structure- Conduct- Performance (SCP) Model—Environmental Factors—Industry and Competitive Analysis – Porter's 5 Forces Model —Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View—Value-Chain Analysis.

Unit III: Strategy Formulations

Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalizing Markets—Strategy and Competitive Advantage in Diversified Organizations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns;

Unit IV: Strategy Analysis and Choice

Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Scenario Assessment, Trend Assessment, BCG Matrix, PIMS Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE),etc.

Unit V: Issues in Strategy Implementation and Evaluation

Management Perspective— Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Score card and other emerging tools.

Suggested Readings:

1. Hill and Jones, Strategic Management, An Integrated Approach, Cengage Learning.
2. Glueck and. Jauch, Business Policy and Strategic Management, McGraw-Hill,Intnl.
3. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill.
4. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
5. M. E. Porter; 'Competitive Advantage', Free School Press.
6. Wheelen& Hunger 'Strategic Management & Business Policy' Addison- Wesley.
7. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India.

Course Name: Entrepreneurship

Course Code: CDOEMBAC22201

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur or Entrepreneur. The Course aims at giving insights into the Management of Small Family Business, based on 3S Model: Stimulate Sustain and Support so that a spirit of Entrepreneurship can be inculcated among the student participants.

Course Outline

Unit I: Introduction to Entrepreneurship

Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India

Unit II: Developing Business Idea & Feasibility Studies

Starting an Enterprise; Identifying a Problem, Recognizing Opportunities and Generating Ideas; Five Steps to Generating Creative Ideas. Different sets Feasibility Analysis; Develop a Business Plan; Writing a Business Plan; Industry and Competitor Analysis. Assessing a New Venture's Financial Strength and Viability; Getting Funding or Financing; Building a New-Venture Team; Unique Marketing Issues;

Unit III: Business Model Innovation and Business Model Design

The concept of Strategic Business model innovation. Ostwalder's CANVAS Model and other Business Models; Characteristics of a robust business model. Life cycle of a business model and renewal of business models. Types of Innovation: Technical, Service Oriented, Manufacturing, IT, etc and real life cases of Business model innovation. Pitfalls and risks in innovation, Innovation: why it fails? Discuss the processes of innovation and alternative process models.

Unit IV: Doing Business In India & Entrepreneurial support Evolution of SMEs: Definition of SMEs, Characteristics, Role in Economic Development, Needs of SMEs benefits and incentives for MSME's Forms of Organizations; Proprietary, Partnership, **Family Business**, Company etc., Establishing SMEs—Project Identification and Selection, Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., Registration and licensing.

Govt Policy towards Small business. Policy Framework for SMEs–Policy Shifts since 1991,regulatory Framework-Laws and Regulations for SMEs. SME Development Bill, 2005-LLP Act, Changing Policy frameworks SME Strategies, MSMED Act 2006.

Central Government-SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC **State Government** – Directorate of Industries, DICs, SFCs, SIDC/IIC, SSIDC Financial Institutions and Banks; SIDBI, Commercial Banks, RRBs and Co-operative Banks etc.– Enterprise Perspective-Banker's Perspective.

Suggested Readings:

1. Jayshree Suresh, Entrepreneurial Development, Margham Publishers, Chennai, 2011.
2. Entrepreneurship; Bruce R. Barringer& R. Duane Ireland, Pearson Publication
3. Entrepreneurship; Rajiv Roy; Oxford University Press.
4. Shankar Raj, Entrepreneurship: Theory And Practice, Tata Mc-graw Hill Publishing Co.ltd.-new Delhi, 2010
5. Jeffry A. Timmons, Stephen Spinelli New venture creation, Tata McGrew Hill, 7th Edition 2009.
6. Martin, Roger , The Design of Business, Harvard Business Publishing,2009
7. Janszen, Felix &Degenaars, Grada, A Practical Guide to Innovation Excellence – *Stichting Centurumvorr* Innovative Management, Netherlands,2011.
8. Drucker. F, Peter, Innovation and Entrepreneurship, Harper business,2006.

9. Ambrose, Gavin & Harris Paul, Design Thinking, Ava Publishing, 2009
10. Osterwalder , Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.
11. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
12. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. TataMcGraw Hill Education Private Limited, 2006
13. YuvneshModi, Rahul Kumar, AlokKothari , The Game changers: 20extraordinary success stories of entrepreneurs from IIT Kharagpur,Random House, 2012

Course Name: Business Analytics

Course Code: CDOEMBAC22202

Objectives

- To make students understand basic Concepts of Business Analytics. And give them Hands on learning to make use of MS Excel as a TOOL for Business Analytics. Another important aspect to be focused on Interpretation of results of these Software tool.
- This course focuses on collecting, organizing and using data as an aid to making managerial decisions. MBA students should be able to understand the concepts involved and be able to use appropriate techniques in using them for decision making.

Course Outline

Unit I
Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mind-set required for a business analytics profession

Unit II
Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

Unit III
Introduction to Data, Text and Web mining - Performance Management

Unit IV
Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Analytics Software;

Unit V
Finance – Marketing – Operations – Human Resource analytics using analytics software.

Suggested Readings

1. E.Turban, R. Sharda, J. Aronson, and D. King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery," SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons.

Course Name: Consumer Behavior

Course Code: CDOEMBAE22001

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyze consumer behavior, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Outline

Unit I: Consumer Behavior
Consumer as an Individual, Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Lifestyle marketing. lifestyle profiles: VALS, AIO. Environmental factors affecting consumers.

Marketing Success and failure and consumer behavior. Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty. Models of Consumer Behaviour:-four views of decision making

Unit II: Consumer Motivation
Arousal of motives, type of needs, measurement of motives and customer involvement; **Personality and Lifestyle:** theories of personality, consumer diversity, brand personality, self and self-image lifestyle profiles : VALS,AIO.
Consumer Perception: Elements of perception, consumer imagery, perceived risk and consumer perception.

Unit III: Consumer Learning

Learning, Cues, Response, Reinforcement, Behavioural Learning and Cognitive Learning Theory, Brand Loyalty. measures of consumer learning

Consumer Attitude formation and change: Models of attitude, attitude formation, strategies of attitude change, **Shopping attitudes and behaviour, where people shop.**

Unit IV: Reference groups

Family and social class influences, Types of reference groups and their influence on consumer behavior, families and households and their decision making, family lifecycle, forms of influence, social class influences–affluent consumer.

Unit V: Consumer culture

Sub-culture and cross cultural factors and their influence on consumer behavior, cultural values, myths, symbols and rituals; **Opinion Leadership Process, Diffusion of Innovations, Adoption Process.**

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education.
2. Loudon, D. and Bitta, D., 'Consumer Behavior', Tata McGraw Hill.
3. Assael, H., 'Consumer Behavior in Action', Cengage Learning.
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behavior', Cengage Learning.
5. Batra S and Kazmi S, 'Consumer Behavior', Excel Books.
6. Nair, 'Consumer Behavior in Indian Perspective' Himalaya Publications.
7. Kumra, Rajiv. Consumer Behavior, Pearson Education.

Course Name: Product and Brand Management

Course Code: CDOEMBAE22002

Course Outline

Unit I Introduction to Product, Brand, Product Management and Brand Management: Definition, concept and need for Product Management, Concept of a brand, Evolution of Brands, Brand and Products, Brand Names, Branding Elements, Options and tactics of Brand Elements, Roles and Responsibilities of a product manager. Product Integrity.

Unit II PLC and new Product Development: New Product development process; new product launch; re-launch; PLC and corresponding product strategies.

Unit III Product Strategy Decisions and Branding Dimensions: Dimensions of Product Mix; Product Line, Consistency; Different types of Products; A concept of SKUs; Types of Branding

Strategies; Brand Extensions; Opportunity analysis of Brand Extension.

unit IV Product Differentiation Strategies and Brand Positioning: Types of Product Differentiation; Brand Differentiation; Brand positioning strategies; Re branding and Repositioning; Benefit Ladder and Perceptual Mapping.

Unit V Creating Brand: Developing Brand Architecture; Brand Portfolio; Corporate Branding; Brand Licensing; Franchising; Brand Sustenance; Brand Revitalization; Brand Arche typing; Brand building through brand Arche typing, Different types of Arche typing.

Unit VI Brand Measurements: Different Models like CBBE etc, Measuring the Brand Value and Worth, Brand Audits (BAV Model), Brand Equity and its management overtime.

Suggested Readings

1. Product Management, Donald R Lehman, Russel S Winner, Tata Mc Graw Hill.
2. Product Management in India, Ramanuj Majumdar, Prentice Hall of India
3. Strategic Brand Management by Kevin Lane Keller
4. Product and Brand Management by P. Sen Gupta.
5. Brand Management by Harsh V Verma, Excel books.
6. Marketing Management by Kotler/ Kotler, Keller, Koshi, Jha

Course Name: Marketing of Services

Course Code: CDOEMBAE22003

Course Outline

Unit I Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behaviour in services: customer expectation of service, customer perceptions of service.

Unit II Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Services capes: types, role and its effect on behavoiur.

Unit III Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self-service technologies and Customer Participation, introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels, Managing demand and capacity, Waiting line strategies integrated.

Unit IV Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps.

Suggested Readings

1. Services Marketing: People, Technology, Strategy" By Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.
2. Services Marketing- The Indian Perspective "By Ravi Shankar, Excel Books
3. "Services Marketing- Integrating Customer Focus Across the Firm" (3rd edition) By Valarie A. Zeithaml and Mary Jo Bitner, Tata Mc Graw Hill.
4. "Services Marketing- Text and Cases" (2nd edition) By Rajendra Nargundkar, Tata McGraw Hill.

Course Name: Sales and Distribution Management

Course Code: CDOEMBAE22004

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants.

Course Outline

Unit I: Sales Management

Meaning, Nature and Importance of Sales Management, Sales objectives, Strategies and Tactics, The Selling Process, Buyer-Seller Dyads, Emerging trends in sales, Sales as a Career. Characteristics of a successful salesman;

Sales Organization –Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities;

Unit II: Sales Force Management

Recruiting and selecting the salesforce, Planning sales training programs, Motivating the sales force and Compensating the sales force. Devising a Sales Compensation plan, Sales meetings and Sales contests, Supervising, Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity;

Unit III: Sales force casting, Quotas and Territory management

Sales Forecasting methods, determining size of sales force/ Planning the sales effort, Effective Selling Theories Sales Quota setting and Administration, Procedure for designing sales territories, managing territorial coverage. Sales Budget; Purpose, Forms, Contents and Procedure;

Unit IV: Marketing Channel Management

Meaning and Definition of Distribution Channel, Characteristics/ Features of Marketing Channel, Setting Distribution Objectives. Channel of Distribution for–Consumer Products, Industrial Products and Services, Channel Functions and Flows, Levels of Channel of Distribution; Types of Distribution Channel, Intensity of Marketing Coverage; Channel conflict and its management & Channel Cooperation.

Channel design and planning process, Selecting channel partners, Channel design implementation and electronic channels. Factors affecting Channel Selection. Retailing: Retailer, Role of the retailer, Classification of retailers, Retail strategies, E-tailing.

Wholesaling :Wholesaler, Function and Classification of Wholesalers, Distributors/ Dealers/ Stockiest, Strategic Issues in Wholesaling. Role of C&F and Cash & Carry;

Unit V: Physical Distribution Management

Concepts, Meaning, Objectives, Physical Distribution Decision Areas. Physical Distribution (Logistics) Management Transportation Management and Warehousing Management.

Suggested Readings

1. **Sales Management—**Richard R.Still, Edward W.Cundiff and Norman A.P. Govoni, Pearson Education
2. **Marketing Channels**: Coughlan, Anderson, Sternand E l Ansary (PrenticeHall/ Pearson)
3. **Sales and Distribution Management**–Text and Cases-Tapan Panda, Sahadev, Oxford Publications.
4. **Sales and Distribution Management**–Text and Cases-Krishna K Havaldar and Vasant M Cavale, Tata McGraw Hill Publication.

Course Name: Insurance and Risk Management
Course Code: CDOEMBAE22007

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of Insurance with the basic focus on risk management techniques. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Risk Management. The lectures will be designed in such a way to teach students about the practical applicability of the subject taught.
- This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

Course Outline

Unit I

Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems (RMIS)

Unit II

Enterprise Risk management – interest rate risk or asset liability management –Frame work for ERM - credit risk management – market risk management –operation risk management – components of operation risk management and strategic risk management – role of Chief Risk Officer(CRO) .

Unit III

Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project – various tools used in project risk management – process of project Risk management –disclosure of project risk management.

Unit IV

Concept of Financial risk management – drivers of financial risk management –sources of solving financial risks of an organization – tools used in financial risk management - risk involved in Asset liability management (ALM) – Techniques of valuation including estimate and proxies – explain hedge able and non-hedge able –treasury function .

Unit V

Significance of Insurance – types of Insurance – basic principles of Insurances -salient features of Insurances – Insurance regulatory and development authority –duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman

Suggested Readings

1. Trieschmann, Hoyt, Sommer -Risk Management and Insurance –– Cengage Learning – 2010.
2. Mark S. Dorfman- Introduction to Risk Management and Insurance – PHI –9th edition – 2010.
3. P. K. Gupta- Insurance and Risk Management – Himalaya Publishing House– 2010
4. S. Arunjatesan and R. R. Viswanathan - Risk Management and Insurance, Concepts and practices fo Life and General Insurance – Macmillan – 2010.
5. Harrington, Niehaus - Risk Management and Insurance – Tata McGraw Hill – 2nd edition – 2010

Course Name: Security Analysis and Portfolio Management

Course Code: CDOEMBAE22008

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the financial market of India, focused on the Stock Market (Capital Market).
- The pedagogy will include lectures about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Outline

Unit I: Introduction

Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation; Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity;

Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.

Risk and Return: Concept, types and measurement of risk and return.

Unit II: Security Analysis

Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, And Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.

Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators.

Unit III: Portfolio Management

Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques;
Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance.

Unit IV: Capital Asset pricing Models

APT – Random Walk Hypothesis Mode of delivery

Unit V: Derivatives

Introduction, Meaning of Future contracts, Forward Contracts, Difference, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

Suggested Readings

1. V. A. Avadhani - Securities Analysis and Portfolio Management –– Himalaya Publishing House, Mumbai – 10th Edition - 2011.
2. M. Ranganatham, R. Madhumathi - Security Analysis and PortfolioManagement –– Pearson Publications – 2nd edition – 2010.
3. Donald E. Fischer, Ronbald J. Jordan - Security Analysis and Portfolio Management -– Pearson Publications – 6th edition – 2010.
4. Herbert B. Mayo - An introduction to Investments - – Cengage Learning –2nd edition, 2010.
5. Dhanesh Kumar Khatri - Investment Management & Security Analysis ––Macmillan – 2nd edition – 2011.Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
7. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
8. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
9. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications

Course Name: Working Capital Management

Course Code: CDOEMBAE22010

Course Outline

Unit I The Basic Concept of Working Capital; Theoretical Description of Working Capital; Determinants of Working Capital; assessment of working capital requirements - Operating Cycle Concept and Application of Quantitative Techniques;

Unit II Quantitative Techniques for Forecasting Working Capital Needs; Financing of Working Capital; Working Capital—A Policy Decision; Control of Working Capital; Working Capital Leverage; Techniques for Control of Working Capital.

Unit III Fund Flow Statements; Ratio Analysis; Banking Norms and Macro Aspect of Working Capital Management; Chore Committee Report; Marathe Committee Report; Kannan Committee Report.

Unit IV Cash Management; Motives for Holding Cash; Components of Cash and Bank Balances; Bank Balances; Nature of Bank Balances; Strategy for effective Cash Management;

Unit V Inventory Management; Extent and Quantum of Inventory Management; Valuation of Inventory; Strategy for Inventory Management; ABC Analysis; Managing the Inventory Level. Receivables Management; How do firms ensure realizations? Desirable Level of receivables; Other issues involved in management of working capital.

Suggested Readings:

1. V.K. Bhalla : Working Capital Management; Anmol Publication Pvt. Limited, New Delhi.
2. R.P. Rustagi : Strategic Financial Management; Sultan Chand.

Course Name: Mergers & Acquisitions

Course Code: CDOEMBAE22011

Course Outline

Unit I Concepts of Mergers, Amalgamation, Acquisitions and Takeover Concepts of Mergers, Amalgamation, Acquisitions and Takeover; Nature of Mergers; Defining and Measuring success of M&A.

Unit II Valuation Method of Corporate Valuation, Valuation of Shares; Costs and benefits of Mergers; Evaluating a Merger as a Capital Budgeting proposal; Determination of SWAP Ratio of M&A deals; Share Buy Back; Joint Venture, Stock Split, Leverage Buy Out, Management Buy Out, Dissolution of Firms.

Unit III Takeover Corporate Takeovers, Advisors in Takeovers, Takeover Tactics, Takeover Defenses, Statutory Obligations and Role of SEBI in Acquisitions of Shares and Takeovers Regulations.

Unit IV Accounting and Financial Issues Financing of M&A deals, accounting aspects of Merger, Taxation effects in Mergers and Acquisitions.

Unit V Divestiture Spin-Off and Split –Up; Disinvestment; Debt Restructuring, Cross Border Acquisitions & Mergers.

Suggested Readings:

1. Weston, Chung and Hoag, “Mergers, Restructuring and Corporate Control” Prentice Hall.
2. Patrick A. Gaughan; Mergers, Acquisitions and Corporate Restructuring;
3. Alexandra lajoux and Kenneth Smith, The art of M&A Strategy, McGraw Hill.
4. Sampath, K. R. ; Mergers and Amalgamation; Snowhite publications

Course Name: Recruitment and Selection

Course Code: CDOEMBAE22013

Course Outline

Unit I Overview of Talent management and the employment life cycle, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks, Iceberg model, Job Analysis, various Methods, Job Description and Specification, Generic competencies, Behavioral and Functional Competencies.

Unit II Intense war for Talent, Concept of Demand Supply, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Recruitment Vs Selection, key difference and Approach, Internal Vs External Recruitment, various tools: Online Recruiting, Steps in Selection Process, Interview Techniques, Structured and Unstructured Interviews, GDPI, Assessment Centers.

Unit III Competency based interview techniques, Measuring effectiveness; Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, statutory deductions, Fitment and Offer closure. Back Ground, Verification check, critical documents required for Offer Letters.

Unit IV Current trends and best practices sharing on demand supply of Talent, NASSCOM Report and Current Employment outlook across ITeS, BFSI, Retail, Telecom, Manufacturing and Hospitality sectors, Recruitment process outsourcing (RPO).

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field .
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.

Course Name: Industrial Relations & Labour Law

Course Code: CDOEMBAE22015

Course Outline

Unit I Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses.

Unit II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

Unit III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

Unit IV: Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Unit V : The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

Suggested Readings

1. Arun Monappa, Industrial Relations, TMH, New Delhi,
2. Venkataratnam, C.S., Industrial Relations, Oxford University Press,
3. Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai,
4. Singh, B.D., Industrial Relations: Emerging Paradigms, Excel Books, New Delhi,
5. Sinha - Industrial Relations, Trade Unions and Labour Legislation, Pearson Education,
6. Personnel Management & Industrial Relation -P.C.Tripathi
7. Dynamics of Personnel Management - C.B. Mamoria
8. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
9. Essentials of Human Resource Management and Industrial Relations – P. Subbarao Himalaya Publications.
10. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
11. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation- Aditya Publishers

Course Name: Strategic Human Resource Management

Course Code: CDOEMBAE22017

Objectives

- To develop an understanding of connectivity between a specific strategy implementation with human resource strategy development at the same time; for specific projects or business units.
- The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.
- This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Outline

Unit I: Role of SHRM

Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context. Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.

Unit II: Human Resource Environment Technology and Structure

Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff.

Management Trends: Workforce diversity, demographic changes, temporary and contract labours , employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards. HR Legal Environment: Equal employment opportunity, compensation, employee relations.

Unit III: Acquiring HR Strategic role of HRP

Developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection. Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work teams

Unit IV: Training & Development

Appraisal and Compensation Strategies Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning. Career Management: Managing career: A SHRM approach. Appraisals: Performance Management strategies-defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to measuring managerial performance. Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions, trends in top-level executive compensation.

Unit V: Separations strategy, Human Aspect of strategic implementation and Global HR Strategies Separations

Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept. Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics. Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.

Suggested Readings:

1. Strategic Human Resource Management by Jeffery A Mello.
2. Strategic Human Resource Management by TanujaAgarwala Strategic Human Resource Management by Charles R Greer.
3. Strategic Human Resource Management by Michael Armstrong Strategic.
4. Human Resource Management by Mabey, Salaman and Storey.
5. Strategic Human Resource Management by Rothwell &Kazanas.

Course Name: Talent Acquisition, Training and Development

Course Code: CDOEMBAE22019

Objectives

- To understand the various talents acquisition organization models; analyze strategic talent priorities under the broad themes of market maturity, organization readiness, and organization aspiration; learn more about different aspects of talent acquisition organization modes: team structure, process and governance.
- Define talent acquisition and differentiate between recruiting and selection processes.
- This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.
- This course will help the student to get exposure on how companies use training to

equip employees for a certain task and acquire knowledge to do the task.

Course Outline

Unit I

Overview of Talent management, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks-Generic competencies, Behavioral and Functional Competencies, Iceberg model. Intense war for Talent, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Concept of Demand Supply.

Unit II

Internal Vs External Recruitment, various tools, Steps in Selection Process, Assessment Centers, Competency based interview techniques, Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, Statutory deductions, Fitment and Offer closure. Current trends and best practices sharing on demand supply of Talent, NASSCOM Foundation and Current Employment outlook, Recruitment process outsourcing (RPO).

Unit III

Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design.

Unit IV

Transfer of Training - Training Evaluation, Training and Development Methods - Traditional Training Methods.

Unit V

E-Learning and Use of Technology in Training - Employee Development. Special Issues in Training and Employee Development - The Future of Training and Development.

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field.
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh.
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.
5. Employee Selection, Lily M Berry.
6. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
7. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
8. Rolf Lynton &UdaiPareek, Training for organizational transformation ,Sage Publications, New Delhi,
9. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
10. S. Mathews, Designing and Managing a Training and Development Strategy,

Course Name: Centre for Leadership Development

Course Code: CDOESEC077025

Objectives

- To learn the etiquette requirements for office, telephone, and Internet business interaction scenarios.
- To enhance competitiveness by preparing them for internships.
- To prepare students for placements.

Course Outline

Unit I: Internship report preparation, presentation & Viva

Unit II: Organizing a Summit-HR/MM/Finance
Topic selection, Planning, Organizing and conducting a one day summit for each domain

Unit III: Industry related Project- Incubation Centre
Conduct a desk research to developing a list of local, national and international companies

Unit IV: Pre placement preparation

- SWOT Analysis of Self - Understanding oneself and one's value
- Updating CV and PI kit
- Attitude Building
- GD (General and Domain)
- Case Analysis
- FAQs Domain related questions
- Interview Techniques-Telephonic ,PI, Skype, Stress, Psychological
- Prepare Placement Brochure
- Finalize Placement Brochure
- Reconcile Company Data Bank
- Mock Interview(General and Domain)
- HR Expert Mock Interview

Unit V: Leadership qualities and traits.
Developing leadership skills, Raising awareness of group and people skills. Developing empowering style of leadership. Identify Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class.Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.

Practical Exercises

- Mock Interviews/Skype interviews
- Group discussions
- Summit and Seminars which may be Industry specific/ company specific/ general
- Creating the Mentor – Mentee relationship with domain faculty
- Coordination of the placement process by the seniors with assistance from the immediate juniors
- Closely monitoring teamwork, leadership and management qualities.

Suggested Readings:

1. Leadership Development Activities, John Adair, 2nd Edition Jaico Publication
2. Leadership Games, Stephen S Kogan, Response Books
3. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI

Course Name: Managerial & Interviewing Skills

Course Code: CDOESEC077026

Course Outline – Final Assessment - Interview with an Entrepreneur /Leader (State /National Level)

Unit I : Event Management, Script Writing & Stage Handling

Planning an event – itinerary, budget, requisition, Stage Presentation Skills &Preparing the Speech, Organising the Speech, Special Occasion Speeches, Event Report Writing, Script Writing – Comparing, Introduction, Welcome of the Guest, Vote of Thanks, Writing News article for the event, recording (audio clips).

Unit II: Leadership

What is leadership? Traits of Leadership, Identifying leaders and traits of Leadership, Movie/ Story/ Interviews of leaders: Identify leadership qualities, Debate/ Discussion/ Presentations on leaders

Unit III: Entrepreneurship

What is Entrepreneurship, Traits of Successful Entrepreneurs, Movie/ Story/Interviews of Entrepreneurs: Identify Entrepreneurial qualities, Debate/ Discussion/Presentation on Entrepreneurs.

Unit IV: Interview Skills

Conducting Interviews with Leaders/ Entrepreneurs, Preparing Questions, Interviewing the fellow person, do’s & don’ts while taking interview.

Unit V: LSWR Skills

Rewriting Mythology/Folklore, Reading Comprehensions, News Analysis, Debate, Group Discussions, Role Play.

Semester – IV

S. No	Course Code	Category	Course Name	L	T	P	Credits
1.	CDOEMBAC22250	DSC-18	International Business	3	0	0	3
2.	CDOEMBAC22251	DSC-19	Business Ethics & Corporate Governance	3	0	0	3
			Group 1 (Marketing)				
3.		DSE-5	Specialization Elective-III	3	0	0	3
			Group 2 (Finance or HR)				
4.		DSE-6	Specialization Elective-III	3	0	0	3
5.	CDOESEC077027	SEC-7	Critical Thinking & Research Analysis	3	0	0	3
6.	CDOESEC077028	SEC-8	Centre for Leadership Development - II	3	0	0	3
7.	CDOEDAPE99299		Final Project & dissertation	0	0	12	6
			Total	**18**	**0**	**12**	**24**

ELECTIVES

Group 1

Specialization	Course code	Course name
Marketing	MBAE22005	Advertising and Integrated Marketing Communication
	MBAE22006	Digital Marketing

Group 2

Specialization	Course code	Course name
Finance	MBAE22009	Project Finance
	MBAE22012	Corporate Taxation
HR	MBAE22014	Training & Development
	MBAE22016	Organizational Change and Development
	MBAE22018	Performance Appraisal & Compensation management

Course Outcomes (COs)

Course	After completion of these courses' students should be able to
6.1 Semester – IV	
CDOEMBAC22250 - International Business	**CO1:** Define the concepts of international business management. **CO2:** Explain the scope of international business creating awareness about international finance decisions and impact on operations. **CO3:** Identify basics of WTO, SRC& different investment theories from the perspective of a business manager. **CO4:** Analyse & inform the Modes of Entry in international market, Marketing mix, Factors affecting Decisions for International Business & define the Finance aspects of International Business, Capital Movement, Risk in international operations, international investment, Financing for foreign trade. **CO5:** Evaluate the learning of the students about the various aspects of the international business concepts.
CDOEDAPE99299- Final Project & dissertation	**CO1:** Understand the relevance of learned concepts and its applicability in real-life corporate environment. **CO2:** Apply his learning of subjects in writing the dissertation report on the problem undertaken for study. **CO3:** Analyse & prepare tabulation for the data collected. **CO4:** formulate the analysis and interpretation of data & also know about its correct presentation to use in professional manner. **CO5:** Create the logical and critical skills for correctly analysing the industrial progress
CDOESECO77027- Critical Thinking and Research Analysis	**CO1:** Define & Show Critical Thinking in their working. **CO2:** Interpret the primary data & relate the research articles with their research. **CO3:** Interview respondents for data collection & organize discussions and chat shows. **CO4:** Analyse the primary & secondary data and will be able to prepare a meaningful interpretation **CO5:** Explain critical thinking process and decide the right course of action.
CDOESECO77028 - Centre for Leadership Development - II	**CO1:** Understand the etiquette requirements for office, telephone, and Internet business interaction scenarios. **CO2:** Demonstrate competitiveness by preparing themselves for internships. **CO3:** Develop team building skills, goal setting strategy, time management & conflict management. **CO4:** Build employability skills for placements. **CO5:** Create critical thinking ability so as to perform successfully as a leader and entrepreneur.

CDOEMBAC22251- Business Ethics & Corporate Governance	**CO1:** Find about business ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context. **CO2:** Explain the significance of ethics and ethical practices in businesses which are indispensable for progress of a country & recite the applicability of ethics in functional areas of management. **CO3:** Identify the emerging need and growing importance of effective governance by the management of organizations. **CO4:** Analyse ethical issues related to business and suitable corporate governance necessary for long term survival of business by applying integrates contemporary Ethics in business. **CO5:** Evaluate the learning of various business ethics concepts that can be applied in the business models and decisions.

Mapping: Semester – IV

CDOEMBAC22250	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	-	-	-	-	2	-	2	2	-	2
CO2	-	2	2	3	-	-	-	2	2	2	2	-
CO3	-	-	2	-	-	3	2	-	1	-	1	2
CO4	2	1	-	-	3	1	-	2	1	-	2	-
CO5	3	3	3	3	3	3	3	3	3	3	3	3

CDOEDAPE99299	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	3	-	2	2	2	2	2
CO2	-	2	-	2	2	-	-	2	2	-	2	-
CO3	2	-	1	3	2	-	3	3	-	2	3	2
CO4	2	3	2	-	-	-	-	-	2	2	2	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

CDOESECO77027	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	3	-	3	-	3	2	3	2	-	3
CO2	-	3	-	3	2	3	3	3	-	3	3	3
CO3	2	1	-	-	-	3	-	3	3	-	3	3
CO4	-	1	3	-	-	-	3	-	2	3	3	3
CO5	2	3	2	2	2	2	-	2	2	2	2	3

CDOESECO77028	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	1	2	3	3	1	1	2	2	3	2
CO2	1	2	2	2	1	1	-	2	1	2	2	1
CO3	1	2	-	2	1	-	3	2	-	3	-	2
CO4	-	1	2	-	-	3	2	-	3	-	3	3
CO5	2	3	4	2	3	2	3	1	-	-	2	1

CDOEMBAC22251	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	1	-	2	2	-	-	-	-	-
CO2	-	2	2	-	-	-	-	-	3	2	2	2
CO3	-	-	2	2	3	2	2	3	-	-	-	-
CO4	-	-	-	-	1	-	2	2	2	2	-	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

Course	**Course outcomes: - After completion of these courses' students should be able to**
	Specialisations Electives: Marketing
CDOEMBAE22005- Advertising and Integrated Marketing Communication (SE)	**CO1:** Explain the concept, process, and components of Integrated Marketing Communication (IMC) and apply consumer behavior insights in developing IMC plans. **CO2:** Analyze different sales promotion techniques and advertising strategies, and evaluate their effectiveness using models like AIDA & DAGMAR and media selection strategies. **CO3:** Apply creativity in advertising by designing ad copies, themes, and appeals**,** and develop advertising budgets using appropriate allocation methods. **CO4:** Evaluate the role of public relations, personal selling, online marketing, and event management in IMC, and formulate strategies for selecting appropriate promotional media. **CO5:** Assess the social, moral, and ethical implications of advertising and propose responsible and ethical advertising practices.
CDOEMBAE22006 - Digital Marketing (SE)	**CO1:** Define the importance of the digital marketing for marketing success. **CO2:** Demonstrate customer relationships across all digital channels and build better customer relationships. **CO3:** Identify a digital marketing plan, starting from the SWOT analysis and defining a target group. **CO4:** Classify digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget. **CO5:** Propose different ways of their integration taking into consideration the available budget.

Mapping: Specializations Electives (Marketing)

CDOEMBAE22 005	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	2	3	3	2	2	-	-	2	3
CO2	1	2	-	3	-	2	-	3	-	2	3	3
CO3	-	3	2	2	-	-	-	3	3	3	-	3
CO4	3	3	3	-	-	1	3	-	2	1	-	3
CO5	-	2	2	-	3	2	1	3	2	-	2	3

CDOEMBAE22 006	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	2	-	-	-	3	3	3	-	3
CO2	3	3	3	-	-	1	3	-	2	1	-	3
CO3	-	2	2	-	3	2	1	3	2	-	2	3
CO4	2	-	-	2	3	3	2	2	-	-	2	3
CO5	1	2	-	3	-	2	-	3	-	2	3	3

Course	**Course outcomes: - After completion of these courses' students should be able to**
	Specialisation Electives: Finance
CDOEMBAE22009- Project Finance (SE)	**CO1:** Explain the fundamentals of project financing, including its uses, advantages, and prerequisites, and apply SEBI guidelines, valuation techniques, and various sources of finance in structuring projects. **CO2:** Analyze the roles and contracts of different parties in project financing and evaluate the regulatory framework governing project financing. **CO3:** Apply project risk assessment techniques and examine the various phases of a project, from formulation and planning to execution and completion. **CO4:** Evaluate project feasibility through capital budgeting, project appraisal, and environmental assessment, and design strategies for integrating environmental and social cost-benefit analysis (SCBA) in projects. **CO5:** Utilize project appraisal tools like CPM and PERT to analyze project feasibility, synthesize financial and operational insights, and propose optimized project planning and control measures.

CDOEMBAE22012 - Corporate Taxation (SE)	**CO1:** What are the fundamental provisions of the concept of corporate tax planning and to equip with a reasonable knowledge of tax planning devices? **CO2:** Understand the intricacies relating to the filling of various forms and returns & to understand the relevance of GST in present Indian Tax Scenario. **CO3:** Applying the concepts of taxation to the corporate tax planning. **CO4:** Analysing the skill of independent thinking and creativity in the field of direct tax law & evaluate the impact of laws on companies and on individuals & also, to make capable to understand amendments made from time to time in Acts related to the Tax. **CO5:** Measure the tax liability of an individual or organisation.

Mapping: Specializations Electives (Finance)

CDOEMBAE22009	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	2	-	2	-	2	1	-	1	1	3
CO2	-	1	-	-	2	2	2	2	2	-	3	3
CO3	2	2	-	2	-	-	-	-	2	2	-	3
CO4	2	2	1	3	3	-	3	2	-	1	2	3
CO5	3	3	2	3	2	3	3	2	3	2	3	3

CDOEMBAE22012	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	-	-	1	-	3	3	1	-	3
CO2	-	-	-	1	1	3	2	-	2	-	1	3
CO3	1	2	3	2	-	1	-	2	-	3	2	3
CO4	1	2	-	3	-	2	3	2	1	2	2	3
CO5	3	3	3	3	-	-	-	3	2	3	-	3

Course	**Course outcomes: - After completion of these courses' students should be able to**
	Specialisation Electives: HR
CDOEMBAE22014-Training & Development (SE)	**CO1:** Explain the fundamental concepts of employee training and development, including strategic training, needs assessment, and learning theories, and apply these concepts in designing effective training programs. **CO2:** Analyze the factors affecting the transfer of training and evaluate different methods for measuring the effectiveness of training programs. **CO3:** Apply various traditional training methods and examine their impact on employee skill development and organizational performance. **CO4:** Evaluate the role of e-learning and technology in training and design innovative employee development strategies using digital learning tools. **CO5:** Assess emerging trends and challenges in training and employee development, synthesize insights from past and present practices, and propose future strategies for effective training programs.
CDOEMBAE22016-Organizational Change and Development(SE)	**CO1:** Explain the foundations of Organizational Development (OD) and apply the process of organizational diagnosis, feedback, and intervention designing in planned organizational change. **CO2:** Analyze different OD interventions, including individual, interpersonal, and strategic change interventions, and evaluate their effectiveness in various organizational settings. **CO3:** Apply team/group and intergroup interventions, and examine comprehensive change theories such as life cycle, teleological, dialectical, and evolutionary models in organizational contexts. **CO4:** Evaluate the forces driving organizational transformation and design change management strategies using models like Lewin's Change Model, Action Research Model, and Integrative Models. **CO5:** Develop the key skills and competencies required for an OD consultant, synthesize insights from past OD successes and failures, and propose future trends and new perspectives in OD.
CDOEMBAE22018-Performance appraisal & Compensation management (SE)	**CO1:** Define the of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations. **CO2:** Understand the importance of performance appraisal and informed them of how organizations manage performance. **CO3:** Apply the skills for handling the issues relating to not only appraising staff but also managing their performance. **CO4:** Analyse the skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies. **CO5:** Evaluate the strategic role of HR in executing compensation packages for business excellence

Mapping: Specializations Electives (HR)

CDOEMBAE22014	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	-	-	2	2	-	-	-	-	2	2
CO2	2	-	2	2	-	2	2	-	2	-	2	-
CO3	-	-	2	-	2	-	2	3	-	2	-	3
CO4	2	-	3	-	-	-	-	2	2	2	-	2
CO5	3	3	3	-	3	3	3	-	3	-	3	3

CDOEMBAE22016	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	3	3	-	3	-	-	3	2	-	3
CO2	2	2	1	3	3	3	3	2	-	-	2	3
CO3	-	3	3	-	3	1	-	3	3	3	3	3
CO4	2	-	2	3	1	2	1	-	-	1	3	2
CO5	1	3	-	-	1	-	3	2	3	3	3	1

CDOEMBAE22018	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	3	-	3	-	3	2	3	2	-	3
CO2	-	3	-	3	2	3	3	3	-	3	3	3
CO3	2	3	3	3	-	3	-	3	3	-	-	3
CO4	3	2	3	2	3	2	3	-	2	3	3	3
CO5	2	2	1	1	1	3	-	3	1	2	1	2

CURRICULUM

Course Name: International Business

Course Code: CDOEMBAC22250

Objectives

The objective of this course is to enable the students to manage business when the Organizations are exposed to international business environment. The basic objective of this course is to understand the concepts of international business management.

Course Outline

Unit I: Globalization
Meaning of Globalization, Doing Business Globally: Pros and Cons of International Business, Self-Reference Criteria (SRC) in decision making, EPRG effect, what is culture. Effect of Culture in Business; Hofstede Theory; Role of MNCs in International Business

Unit II: International Trade and Investment Theories:
Trade Theories**:** Mercantile Theory, Absolute Advantage Theory, Comparative Advantage Theory, H-O Theory, Leontief Paradox, Country Similarity Theory, International PLC Theory and Porters Diamond Model for Nations competitive Advantage;
Investment Theory: Monopolistic Theory, Oligopolistic Theory, Eclectic Theory, etc.

Unit III: International Institutional Framework
IMF, World Bank, GATT Vs. WTO, Tariff and Non-Tariff Barrier Regional Integrations–Trading Blocks–nature and levels of integration–arguments for and against regional integration-Trading blocs. Impact of WTO in global business; Multinational corporations–Organization, design and structures; FDI; Balance of Payment issue;

Unit IV: Operations of Organization
Functional areas Modes of Entry Strategy, Country Selection process; International Marketing- Export–Import; Global Monetary System and Forex, Global Operations and supply chain; International HRM**.**

Unit V: Emergent issues
Sunshine sectors in Internal Business, Effect of BREXIT on European Union. Doing Business with China. (Project Based);

Suggested Readings:

1. Hill and Jain, International Business, TMHE, Latest Edn.
2. Justin,Paul–InternationalBusiness;Tata-McGraw-Hill,2009
3. Charles WL Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill.
4. R.M. Joshi- International Business, Oxford Press.
5. Francis Cherunilam–International Business.

Course Name: Business Ethics and Corporate Governance

Course Code: CDOEMBAC22251

Objectives

To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Course Outline

Unit I: Ethics and Moral Reasoning in Business
What is Ethics? Values, Morality and Legality; Business ethics, Relation between business and morality, subjective and objective morality, Moral Development (Kohlberg's 6 Stages of Moral Development), Moral pluralism and International business, ethics related with - economics, finance and laws, Utility, ethical theories - Utilitarianism, Deontology (duties), Rights Theory, Justice Theory, Virtue Theory, Moral reasoning and responsibility.

Unit II: Moral Issues in Business and Ethical Decision-making
Organizational influence on ethical behavior, creating an ethical organization, Justice and economic system, moral evaluation of contemporary economic system, capitalists and socialists model, corporation and morality, corporation share holder-stake holder equation,, Morality and Social Audit, Ethical issues in Functional areas of Business: whistle blowing, occupational health safety, Sexual Harassment, ethics in finance, workers' rights and responsibility, Golden Parachute, Green Mail, Insider Trading, Ethics in Advertising and sales promotion.

Unit III: Corporate Social Responsibility
Responsibilities of a Business Firm, Friedman's Theory, Carroll's Theory, Social Responsibility and Profit Maximization, Stakeholder Theory. Environmental concerns and role of Corporations;

Unit IV: **Understanding Corporate Governance: Corporate Governance**
Definition, historical perspectives and issues, Corporate Governance-an over view, Theory and practices of Corporate governance, corporate governance mechanisms and systems,

Indian Model of Corporate governance, landmarks in emergence of corporate governance: Cadbury Committee Report; Sarbanes Oxley Report, CII Report and Kumar Mangalam Committee Report.

Unit V: Monitoring and Control
Role and composition of Board of Directors, Board structure, performance and evaluation of Board, Board and Management relationship, Integration of employees, owners and directors, Role of Independent Directors, Different Committees within Corporate Governance of Corporation, Role of Auditors, Role of SEBI for the growth of Corporate Governance in India.

Suggested Readings:

1. Corporate Governance – A.C. Fernando – Pearson
2. Business Ethics – CSV Murthy – Himalaya Publishing

Course Name: Advertising and Integrated Marketing Communication

Course Code: CDOEMBAE22005

Objectives

This course aims to equip students with comprehensive knowledge and practical skills in Integrated Marketing Communication (IMC), enabling them to design effective promotional strategies using advertising, sales promotion, public relations, and emerging media.

Course Outline

Unit I Integrated Marketing Communication- Concept, Process, Communication Mix, IMC Plans- Consumer Behavior and IMC Plan-Case studies.

Unit II Sales promotion and advertising- Types, Techniques of Sales Promotion- Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy**-** Case studies.

Unit III Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation-Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies.

Unit IV Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries **-** Case studies.

Unit V Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies.

Suggested Readings:

1. Clow & Back, 'Integrated Advertising, Promotion and Marketing Communication',4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp, 'Integrated Marketing Communication in Advertising andPromotion', 8th Edition, , Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, 'Advertising and Promotion- AnIntegrated Marketing Communications Perspective', 7thEdition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, 'Integrated Marketing Communication', Himalaya Publishing House, 2009
5. Chris Hackley 'Advertising and Promotion- An Integrated Marketing Communications Approach', 2nd Edition, , Sage Publishers. 2010.

Course Name: Digital Marketing

Course Code: CDOEMBAE22006

Objectives

Students will be able to identify the importance of the digital marketing for marketing success, to manage customer relationships across all digital channels and build better customer relationships, to create a digital marketing plan, starting from the SWOT analysis and defining a target group, then identifying digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.

Course Outline

Unit I

Introduction to digital marketing, Digital Marketing Overview, Digital Marketing Strategy, Inbound Vs. Outbound Marketing

Unit II

Content Marketing Strategies, Email Marketing, Mobile Marketing, Affiliate Marketing, Online Advertising: Display Advertising

Unit III

Social Media & Social Network Marketing (SMM), Lead Generation for Business (Pricing and Distribution Strategies on the net);

Unit IV
Google Analytics, Search Engine Optimization (Marketing), Trust in Internet Marketing.

Unit V
Legal and ethical issues pertaining to the internet;

Suggested Readings

1. Strauss Judy, E-Marketing, Prentice Hall India.
2. Digital Marketing: Strategies for Online Success, by Godfrey Parkin.
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan
4. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA.

Course Name: Project Finance

Course Code: CDOEMBAE22009

Objectives

The course aims to provide students with in-depth understanding of project financing concepts, structures, and regulatory frameworks, enabling them to evaluate and manage financial, contractual, and risk aspects of projects. The course also aims to develop analytical skills for feasibility studies, capital budgeting, and social–environmental impact assessment of projects for informed decision-making.

Course Outline

Unit I Project financing – uses - advantages - prerequisites of project financing Mode of Delivery; Projects, Introduction Project Finance and Appraisal SEBI guidelines on project financing, structuring of projects, valuation of projects. Sources of Finance, Syndication, Debt instruments, Equator Principles, Lease and Hire Purchase, leveraged lease, Venture Capital Financing.

Unit II Parties to project financing – contracts - consideration from the view point of project financing. - Regulatory body for project financing

Unit III Project risk - project formulation checklist - various phases of a project from planning to completion

Unit IV Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise Environmental appraisal of projects, environmental regulations in India, Environmental accounting. Social Cost Benefit Analysis of projects - SCBA.

Unit V Tools used for analyzing the feasibility of a project - project appraisal process – CPM and PERT.

Suggested Readings

1. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net Working and control." Vikas Publishing House, New Delhi – 2nd Edition – 2010.
2. Prasanna Chandra, Financial Management Theory and Practice" – Tata Mc Graw-Hill– New Delhi – 7th Edition – 2010.
3. Prasanna Chandra, Projects-Planning, Analysis, Selection, financing, Implementation and Review –– Tata Mc.Graw Hill – 2010.
4. Rajiv Srivastava, Anil Mishra , Financial Management –– Oxford University Press –2010.

Course Name: Corporate Taxation

Course Code: CDOEMBAE22012

Objectives

The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

Course Outline

Unit I: Direct Taxation

Meaning – methods – Canons of Taxation - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction –differentiation of Direct Tax from Sale Tax - Reduction in inequalities – Differences between Direct Tax and Indirect Tax – features of good tax system to serve the developmental need of developing countries – exemption in Income tax – tax avoidance.

Unit II: Corporate Tax

Meaning - differences between company tax and corporate tax -Importance of Corporate Taxation - taxable income in corporate tax – exemptions in corporate taxation- Non Taxable Income. Partnership taxation- difference in Income tax on Individuals and Sole proprietors - Income tax of a company Corporate Income Tax Provision: MAT; AMT; Various exemptions available to corporate under Section 10 of Income Tax Act.

Unit III: Setting -off expenses

Impact of carry forward losses in computation of corporate tax - TDS - TDS on contract workers - TDS on individual services engaged by a corporate - provision of Tax is being planned for replacement of existing asset - TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government.

Unit IV: General Provisions under the head
Income from Business and Profession, Capital Gains (applicable to corporate entities);

Unit V: GST
Goods and Service Tax (Brief review; General provisions; Applicable Rates; the concept of reverse charge; Input Credit).

Suggested Readings:

1. Vinod Singania, Corporate tax – Taxman (Latest edition).
2. V.S. Daley , Indirect Taxes Law and Practice (Latest edition).
3. Income Tax guidance and Ready Reckoner (Latest edition).

Course Name: Training and Development

Course Code: CDOEMBAE22014

Objectives

To equip students with the knowledge and skills to design, implement, and evaluate effective employee training and development programs aligned with organizational strategy. The course also aims to enhance understanding of traditional and technology-based methods, emerging trends, and special issues shaping the future of workforce learning and development.

Course Outline

Unit I Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design

Unit II Transfer of Training - Training Evaluation

Unit III Training and Development Methods - Traditional Training Methods

Unit IV E-Learning and Use of Technology in Training - Employee Development

Unit V Special Issues in Training and Employee Development - The Future of Training and Development

Suggested Readings:

1. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
3. Rolf Lynton & Udai Pareek, Training for organizational transformation, Sage Publications, New Delhi,
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005

Course Name: Organization Change & Development

Course Code: CDOEMBAE22016

Objectives

To develop students' understanding of organizational development (OD) concepts, processes, and interventions for planned change, enabling them to diagnose organizational issues and design effective strategies for improvement. The course also aims to build skills in managing change, applying OD models, and evaluating the role, competencies, and challenges of OD consultants in diverse organizational contexts.

Course Outline

Unit I Introduction – Planned Organizational Change – Foundations of OD – Organizational Diagnosis – Feedback and OD, organizational development process: entering and contracting. Designing intervention

Unit II OD Interventions: An Overview – Individual and Interpersonal Interventions. Human resources management intervention, strategic change intervention. Analysis of diagnostic information; feedback, designing intervention

Unit III Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions, prototypical theories of change (life cycle, teleological ,dialectical, evolutionary, "E" & "O")

Unit IV Organizational Transformation: Forces and models of organizational change (Lewin's change model, planning model, action research model, integrative model)

Unit V OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD & New Perspectives,

Suggested Readings

1. Radha R. Sharma, Change Management, concepts and applications, TMH, 2011
2. V Nilkant, S Ramnarayan, Managing Organizational Change - Response Books, 2011
3. Palmer, Dunford, Akin, Managing organizational change, Tata Mc- Graw Hill, 2010
4. Kavith Singh, Organization Change and Development, Excel Books, 2010
5. Richard W. Woodman, William A. Passmore, Abraham B. Rami Shani, Research in Organizational Change and Development, Emerald Group Publishing, 2013

Course Name: Performance Appraisal and Compensation Management

Course Code: CDOEMBAE22018

Objectives

The objective of the course is to apprise the students about the importance of performance appraisal and informed them of how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also managing their performance.

Course Outline

Unit I: Performance Management
Understanding changing business requirements and importance of excelling performance, Performance design, Difference between Performance Appraisal to Performance Management System. Performance Management Systems: Strategic planning and goal setting, job analysis and performance planning, performance execution.

Unit II: Performance Appraisal Methods
Traditional and modern methods, Competency based Performance assessment: KRA, KPA, KPIs, Balanced Scorecard, and Potential appraisal, performance assessment, performance review and performance renewal. Performance Coaching and Mentoring, Counseling, Performance Evaluation and Feedback;

Unit III: Compensation management
Philosophy and policy, Components of Compensation system, Base pay, Incentives and benefits; **Pay structure:** Job evaluation methods, Pay grades, Broad banding, Negotiating Pay.

Unit IV: Reward Systems
Reward planning and strategy, Rewarding individual and team, Performance related pay, Skill and competence based pay, Team rewards, Non- financial rewards, Compensation in 'Voluntary Retirement Scheme'. A Project on VRS Compensation;

Suggested Readings:

1. Aguinins, H. (2009) Performance Management, Pearson Education.
2. Chadha, Prem, Performance Management: its about performing not just appraising, Mc Milan.
3. Special Indian Edition Paperback – 28 Jul 2009 by George Milkovich, Jerry Newman, C S Venkataratnam (2010).
4. Compensation: Theory Evidence and Strategic Implications Paperback – 5 Jun 2008 by Barry Gerhart.
5. Compensation Management Paperback – 16 Feb 2009 by Dipak Kumar Bhattacharyya

Course Name: Critical Thinking and Research Analysis

Course Code: CDOESECO77027

Course Outline – Final Assessment – Submission of Project Report & Presentation

Unit I: Project Outline

Project: Definition, Importance, Objective, Scope, Discussion on project works (done by others).
Perform a research project according to an individual study plan,
Show independence, critical and creative thinking,
Joining Hands – Coordinating with NGO's & Govt. Departments (State/National/International Level)
Collecting Information & Data
Searching the relevant work done world wide
Searching Research Papers/Articles (No wiki reference)

Unit II: Research Project- Phase I: Planning

Understanding the concept, short listing the topics, identifying feasibilities, finalising the topic, identifying relevant organisation, concerned people, data required and collecting information regarding relevant work done (research paper and articles) Expectations: Preparing Synopsis

Unit III: Research Project–Phase II: Developing a Project

Format Briefing, Progress Analysis, Field Work

Unit IV: Interaction

Work with audience – ice-breaking, get them in the mood, work with emotions, unprepared presentations, Conducting Chat Shows, News Debates

Unit V: Research Project–Phase III: Concluding a Project

Compiling, Proof Reading, Submission

Course Name: Centre for Leadership Development

Course Code: CDOESECO77028

Course Outline

Unit I: Company Specific Research and presentation

Industry analysis and report writing

Unit II: Industry and Competitive Analysis

Prepare a presentation on an industry/organization : why study this industry, life cycle stage ,industry driving forces ,porter's five force model, competitor comparisons (Revenues and profits, market share, product or service characteristics, critical success factors(CSF), Degree of diversification)

Unit III: **Group Discussion Skills**
Leadership Skills, Interpersonal Skills, Persuasive Skills, Problem Solving Skills, Conceptualization Skills

Unit IV: Placement preparation
- Mock Interview
- HR Expert Mock Interview

Unit V: **Team Building and Leadership**
Goal setting based on principle of SMART
Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress
Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict
Time Management: Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.

<u>Practical Exercises</u>
- Monitoring the mentor mentee relationship
- Further guidance as per the placements and movement of candidates thereof
- Management workshops organised, planned and conducted by the senior batch
- Final Counselling's and Interactions with the senior batch

Suggested Readings

- Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition.
- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
- Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

(vi) Duration – MBA (ODL) Programme

- The **MBA (ODL / OL) programme** is of 2 years' duration, divided **into 4 semesters.**
- Each semester includes a balanced mix of core courses, electives, specialization subjects, and project work, ensuring comprehensive learning and practical exposure.
- Learners are provided flexibility to complete the programme within the maximum duration prescribed by UGC ODL guidelines.

(vii) Faculty and Staff

The **MBA (ODL) program** is supported by a team of highly qualified and experienced faculty members holding postgraduate and doctoral degrees in management and related disciplines. Faculty members are actively engaged in teaching, research, curriculum design, and learner mentoring. Their diverse industry experience adds immense value to the academic learning process.

Subject experts are involved in developing **Self-Learning Materials (SLMs)** and digital courseware to ensure the content is contemporary, accessible, and learner-friendly. The academic counsellors conduct online and offline sessions to clarify concepts and guide students throughout their learning journey.

A dedicated team of administrative and technical staff ensures smooth functioning of academic, admission, and LMS operations. The university also conducts regular faculty development programs (FDPs) and training sessions to enhance pedagogical skills, promote innovation, and ensure quality assurance in ODL delivery.

Medium of Instruction

The medium of instructions and examination in ENGLISH only.

6. Procedure for Admission, Curriculum Transaction, and Evaluation

Admissions to the **MBA ODL /OL Programme** will be conducted in accordance with the **eligibility criteria prescribed by the University** and the **guidelines of the University Grants Commission (UGC)**.

6.1 Eligibility Criteria for Admission – MBA (ODL /OL) Programme

- Candidates must have a **Bachelor's Degree** in any discipline from a **recognized university** or an **equivalent qualification** as per **UGC norms**.
- A minimum of **50% marks (45% for reserved categories)** in the qualifying examination is required.
- **Working professionals**, **entrepreneurs**, and **graduates** seeking to enhance their managerial and leadership skills are encouraged to apply.
- **No age limit** is prescribed for admission under the **Open and Distance Learning (ODL / OL)** mode.

6.2 Admission Process

Admission to the MBA programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. The University will follow the reservation policy as per norms of the Government. Admission shall not be a right to the students and RNB Global University shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

6.3 Maximum Duration-

(A) The maximum duration of the MBA programme is four years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission.

(B) The student can complete his programme within a period of 4 years failing which he/she shall seek fresh admission to complete the programme.

6.4 Programme Fees

The **MBA (ODL /OL)** programme fee is structured to make quality management education **affordable and accessible** to all learners. The **programme Semester fee** is

Rs.31,500/-per semester (Rs. 63,000/- per year). as per the **university's approved fee structure**. Fees may be paid through UPI, Demand Draft, or Cheque at the time of admission. Fees may be paid **semester-wise**, as per the university's regulations.

The total annual fee of **₹63,000 per learner** is allocated across programme **Development, Delivery, and Maintenance** components to ensure quality education, effective delivery, and continuous improvement.

Summary of Cost Distribution

Cost Component	Percentage (%)	Amount (₹)
Development	25%	15,750
Delivery	55%	34,650
Maintenance	20%	12,600
Total	100%	63,000

6.5 Registration Fees

At the time of application, students are required to pay Rs. 3,000/- (processing charges) via UPI, Demand Draft along with the Application Form and relevant documents (certificates/mark sheets).

6.6 Evaluation Scheme

The evaluation of the MBA program would be based on Continuous Assessment and End Term Examination. Continuous Assessment would consist of 30% of the marks (30 marks) and Term-End Examination would consist of remaining 70% marks (70 marks). Detailed Evaluation scheme is as follows:

Continuous Assessment

The distribution of Continuous Assessment Marks is as follows:

Type	Details	Marks
Theory	Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	30
Internship/Project Work	Internship Work / Project Work / Research Work and Report Writing	

- <u>Note</u>: For Internship / Project Work the marks will be awarded by assigned faculty guide.

<u>End Term Examination</u>

Type	Marks
Theory / Internship / Project Work	70

- **Exit Credentials:** Awarded in accordance with the **multiple entry and exit framework** under the **NEP 2020**.
- **Question Paper Format:** Maintained consistent with the **conventional mode** to ensure **academic uniformity**.
- **Marking Scheme:** The evaluation process follows the **standard pattern of the conventional mode**, ensuring transparency and fairness in assessment.

7. Requirement of the laboratory support and Library Resources:

The MBA programme offered under the Open and Distance Learning (ODL) / Online Learning (OL) mode utilizes the **academic, technological, and administrative infrastructure** of RNB Global University to ensure effective programme delivery, learner support, and academic quality in compliance with the UGC (ODL and Online Programmes) Regulations, 2020.

The University provides adequate infrastructural facilities for the development and dissemination of Self-Learning Materials (SLMs), conduct of academic counselling sessions, learner evaluation, and technology-enabled teaching-learning processes. Resources including classrooms, ICT-enabled facilities, computer systems, internet connectivity, seminar hall, and digital communication platform are optimally utilized for programme implementation and learner engagement.

Laboratory and ICT Support

Although the MBA programme is primarily non-laboratory based, adequate Information and Communication Technology (ICT) infrastructure is provided to support digital learning and practical exposure in management education. The University ensures:

- Computer laboratories with internet-enabled systems for learner access,
- Access to free online business analytics and management-related software/tools wherever applicable,
- ICT-enabled facilities for webinars, virtual classes, presentations, and online academic activities,
- Audio-video recording and content development facilities for e-learning resources,
- Technical support systems for online learning and examination processes.

Library Resources

The University maintains adequate library and digital learning resources to support teaching, learning, research, and academic development of MBA learners. The library resources include:

- Printed textbooks and reference books related to management and allied disciplines,
- National and international journals,
- Research publications and magazines
- Case study collections
- Dissertation and project repositories,
- E-books, e-journals, and online academic databases
- Access to digital library services and remote learning resources.

The University library provides both physical and remote access to learning resources to facilitate self-directed learning for ODL and online learners. Learners are also provided access to digital repositories, online catalogues, institutional subscriptions, and open educational resources for academic enrichment and research support.

Additional Academic and Technological Support

In compliance with UGC ODL/OL Regulations, 2020, the University ensures continuous enhancement of academic and technological infrastructure through:

- Periodic updation of digital learning resources,
- Development of quality Self-Learning Materials (SLMs),
- ICT support for online counselling and learner interaction,
- Grievance redressal and learner support mechanisms,
- Academic monitoring through the Centre for Internal Quality Assurance (CIQA).

These facilities collectively ensure effective programme delivery, learner-centric education, academic quality assurance, and achievement of programme outcomes under the ODL and Online learning framework.

8. Cost Estimate and Provisions

Cost Estimate and Allocation of Annual Fee (₹63,000)

The total annual fee of **₹63,000 per learner** is allocated across programme **Development, Delivery, and Maintenance components** to ensure quality education, effective delivery, and continuous improvement.

1. Summary of Cost Distribution

Cost Component	Percentage (%)	Amount (₹)
Development	25%	15,750
Delivery	55%	34,650
Maintenance	20%	12,600
Total	100%	63,000

2. Detailed Cost Breakdown

A. Development Cost (25% – ₹15,750)

This component includes one-time and periodic investments in programme design and academic content development.

Sub-Component	Amount (₹)
Curriculum Design & Review	6,000
Content Creation (SLM, e-content, case studies)	9,750
Total	**15,750**

Justification:

Investment in high-quality curriculum and content ensures academic rigor, alignment with industry needs, and compliance with ODL/Online standards.

B. Delivery Cost (55% – ₹34,650)

This is the major cost component covering programme execution and learner engagement.

Sub-Component	Amount (₹)
Faculty & Academic Staff Salaries	20,000
Technology Infrastructure (LMS, software, servers)	8,500
Student Support Services (counseling, admin support)	6,150
Total	**34,650**

Justification:

Delivery cost is highest as it includes teaching, mentoring, digital platform management, and student services essential for effective learning.

C. Maintenance Cost (20% – ₹12,600)

This component ensures sustainability and continuous improvement of the programme.

Sub-Component	Amount (₹)
Content Updates & Revision	4,500
System Upgrades & IT Maintenance	4,100
Quality Assurance & Monitoring	4,000
Total	**12,600**

Justification:

Regular updates, system improvements, and quality checks are essential to maintain programme relevance and compliance with regulatory standards.

Conclusion

The above allocation ensures:

- Balanced investment across **design, delivery, and sustainability**
- Compliance with **ODL/Online programme requirements**
- High-quality learner experience through **technology, faculty support, and updated content**.

9. Quality Assurance Mechanism

I. Quality Assurance

The University has established the **Centre for Internal Quality Assurance (CIQA)** on its campus to monitor and maintain the quality of its academic programmes. The Centre ensures effective compliance with quality standards and continuous improvement in all institutional processes.

Objectives of CIQA

The primary objective of the Centre for Internal Quality Assurance is to develop and implement a comprehensive and dynamic internal quality assurance system. This system aims to ensure that higher education programmes offered through the Open and Distance Learning (ODL) mode meet acceptable quality standards and are continuously improved over time.

Functions of CIQA

The CIQA performs the following key functions:

- Ensures high-quality services for learners.
- Conducts self-evaluation and reflective practices for continuous improvement.
- Identifies key areas where quality standards must be maintained.
- Develops mechanisms to align the quality of ODL programmes with conventional programmes.
- Collects feedback from stakeholders including learners, teachers, staff, parents, employers, society, and government bodies.
- Recommends measures for qualitative improvement to university authorities.
- Facilitates implementation of recommendations through regular reviews.
- Organizes workshops, seminars, and symposiums on quality-related themes and shares outcomes with stakeholders.
- Documents and disseminates best practices for quality enhancement.
- Collects and publishes reliable data on programme quality.
- Ensures Programme Project Reports (PPRs) comply with regulatory guidelines.
- Monitors proper implementation of Programme Project Reports.
- Maintains records of Annual Plans and Reports and generates actionable insights.
- Provides inputs for restructuring programmes to meet job market demands.
- Promotes research focused on creating a learner-centric environment.
- Ensures institutionalization of quality practices through audits and accreditation.
- Coordinates with regulatory bodies for quality-related initiatives.
- Gathers information on quality benchmarks and best practices from other institutions.
- Prepares and documents an annual report on quality assurance activities.
- Submits the CIQA Annual Report to statutory bodies and regulatory authorities as per prescribed formats.

10. Summary

The **Master of Business Administration (MBA)** programme offered by RNB Global University through **Open and Distance Learning (ODL) and Online (OL) mode** is a strategically designed initiative aimed at democratizing management education and promoting lifelong learning. The programme integrates academic rigor, industry relevance, and digital innovation to prepare competent and ethical professionals for leadership roles across business, government, and society.

Aligned with the **National Education Policy (NEP) 2020**, the programme emphasizes flexibility, inclusivity, skill development, and employability. It blends Indian management values with global perspectives, encouraging strategic thinking, ethical leadership, and social responsibility among learners.

The MBA is a two-year postgraduate programme structured **over four semesters** with **111 credits.** It includes core subjects, specialization electives (Marketing, Finance, Human Resource Management), skill enhancement modules, internships, and a final dissertation to ensure a strong balance of theory and practice.

The programme is designed for a **diverse learner base,** including fresh graduates, working professionals, entrepreneurs, and learners from varied socio-economic backgrounds, ensuring inclusivity and accessibility. A blended learning approach supported by **self-learning materials, e-content, video lectures, webinars**, and a Learning Management System (LMS) enables effective delivery in ODL/OL mode.

Learner evaluation is based on continuous internal assessment, end-term examinations, internships, and project work, ensuring holistic development of managerial and professional competencies. Strong learner support systems, including **academic counselling, technical assistance, and digital resources,** further enhance the learning experience.

The programme is financially structured with an annual fee of **₹63,000 per student,** ensuring sustainability and efficient resource utilization. A quality assurance framework, including curriculum review, feedback mechanisms, and academic audits, ensures continuous improvement and alignment with industry needs.

In conclusion, the **MBA (ODL/OL)** programme of RNB Global University is a future-ready, inclusive, and flexible management education model designed to produce employable, ethically responsible, and globally competent professionals equipped to meet evolving business and societal needs.