

Kurukshetra University, Kurukshetra

(Established by the State Legislature Act-XII of 1956)

("A++" Grade, NAAC Accredited)



Syllabus of the Programme

for

Post Graduate Programme

Master of Business Administration

as per NEP 2020

Curriculum and Credit Framework for Postgraduate Programme

With Internship and CBCS-LOCF

With effect from the session 2024-25 (in phased manner)

UNIVERSITY SCHOOL OF MANAGEMENT

FACULTY OF COMMERCE AND MANAGEMENT

KURUKSHETRA UNIVERSITY, KURUKSHETRA -136119

HARYANA, INDIA


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University School of Management
Kurukshetra University,
KURUKSHETRA-136119.

Management Process & Organizational Behaviour (CC-1) with 4 Credits
(3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Management Process and Organizational Behaviour		
Course Code	M24-MBA-101		
Course Type	CC-1		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 101.1: Understand evolution and basic concepts of management.</p> <p>CLO 101.2: Understand the behavioral dynamics in an organizational setting.</p> <p>CLO 101.3: Understand individual behaviour like personality, attitude, emotions, perception and learning and apply this knowledge in people management at workplace.</p> <p>CLO 101.4: Apply the understanding of group dynamics and its importance in organisational development.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Management: Meaning, Nature, Significance; Evolution of Management Thought; Managerial Processes, Principles, Functions, Roles of Manager; Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence in Contemporary business environment.	15
II	Planning (Strategies, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (HR Functions), Directing (Leadership, Motivation and Communication) and Controlling (Control Measures).	15
III	Organisational Behaviour: Concept, nature, conceptual foundations, History of Organisational Behaviour, disciplines that contribute to the	15

	field of OB, Contemporary challenges & opportunities for OB. Understanding and Managing Individual Behavior: Personality; Perception, Attitude, Emotions & Emotional Intelligence.	
IV	Understanding and Managing Group Processes- Interpersonal and Group Dynamics; Power & Politics at work, Organizational Culture; Learning Organizations and Organizational Learning. Organizational Change; Organizational Development.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
<ol style="list-style-type: none"> 1. Robbins, S.P., Coulter, M., Fernandez, A. (2019). <i>Management</i>. Pearson Education India, New Delhi. 2. Wehrich, H., Cannice M.V., Koontz, H. (2019). <i>Management: A Global and Entrepreneurial Perspective</i>. McGraw Hill, New Delhi. 3. Jones, G.R., & George J.M. (2021). <i>Contemporary Management</i>. McGraw Hill, New Delhi. 4. Daft, R.L. (2016). <i>The New Era of Management</i>. Cengage India, Noida. 5. Mullins, J.L. (2013). <i>Management and Organizational Behavior</i>. Pearson Education, New Delhi. 6. Stoner, J.A.F., Freeman, R.E., & Gilbert, D.R. (2018). <i>Management</i>. Pearson Education, New Delhi. 7. Koontz, H., & Wehrich, H. (2015). <i>Essentials of Management</i>. McGraw-Hill, New Delhi. 8. Chandan, J.S. (1997). <i>Management Concepts and Strategies</i>. Vikas Publishing House, New Delhi. 		



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Managerial Economics (CC-2) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Managerial Economics		
Course Code	M24-MBA-102		
Course Type	CC-2		
Level of the course	400-499		
Pre-requisite for the course (if any)	A business newspaper and case studies of the firms		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 102.1: To make students understand the nature of managerial decision making, demand, types of demand and demand elasticity. CLO 102.2: To make students understand the concept of utility, consumer equilibrium and demand estimation and forecasting. CLO 102.3: To make them understand the production and Cost behavior of a firm. CLO 102.4: To help students analyze the firm's decision making in different situations arising from different market structures and competitive pressures, pricing decisions and assess the macro-economic variables impacting firm's decisions.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics	Contact Hours	
I	Nature and Scope of Managerial Economics. Marginal and Incremental analysis. Understanding demand and demand function: Law of demand, Elasticity of demand and its significance in Managerial decision-making	15	
II	Consumer Equilibrium- Cardinal utility analysis; Law of diminishing marginal utility and equi-marginal utility. Indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.	15	
III	Theory of Production: Production function, Law of diminishing returns, increasing returns, variable proportions, and their applicability.	15	

	Cost Analysis: Types of cost, short run and long run cost curves, economics and diseconomies of scale.	
IV	Market structures: Types of market structures and their features, Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly. Pricing strategies and tactics. Inflation—types, measurement and control	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Ahuja, H.L. (2011). <i>Managerial Economics</i> . S. Chand & Company Pvt. Ltd.		
2. Dwivedi, D.N. (2018). <i>Managerial Economics</i> . Vikas Publishing House, New Delhi.		
3. Mehta, P.L. (2016). <i>Managerial Economics</i> . Sultan Chand & Sons, New Delhi.		
4. Peterson, C.H., Lewis, W.C., & Jain, S.K. (2005). <i>Managerial Economics</i> . Pearson India, New Delhi.		
5. Salvatore, D. (2014). <i>Managerial Economics in Global Economy</i> . Oxford Higher Education, New Delhi.		



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Statistics for Business Decisions (CC-3) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 years)		
Semester	First		
Name of the Course	Statistics for Business Decisions		
Course Code	M24-MBA-103		
Course Type	CC-3		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 103.1: Understand the measures of central tendency and dispersion. CLO 103.2: Understand the significance of sampling in the statistical data collection and applications in business decision-making. CLO 103.3: Understand the application of correlation and regression analysis in business decision-making. CLO 103.4: Understand the application of statistical tests for decision-making.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics		Contact Hours
I	Statistics-Meaning, reasons for learning statistics, types of statistical methods; Sources of data - Primary data sources and secondary data sources; Classification, Tabulation and Presentation of Data. Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Quartiles and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variation.		15
II	Fundamentals of Probability: Definition, concepts, rules, probability tree diagram and Bayes' Theorem. Sampling: Reasons of sample survey, population parameters and sample statistics and sampling methods.		15
III	Correlation Analysis: Concepts, Scatter Diagram, Coefficient of Correlation -Karl Pearson's and Spearman's Rank Correlation; Regression Analysis - Assumptions for regression models, regression lines and regression coefficient; Business Forecasting: Methods of Forecasting, Time Series Analysis, and Components of Time Series.		15

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IV	Statistical Inference: Hypothesis testing using parametric and non-parametric tests, analysis of variance and chi-square test. Data analysis using the Microsoft Excel and the SPSS.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Elhance, D.N., Elhance, V., & Aggarwal, B.M. (2017). <i>Fundamentals of Statistics</i> . Kitab Mahal.		
2. Srivastava, T.N., & Rego, S. (2017). <i>Statistics for Management</i> . McGraw Hill.		
3. Gupta, S.C. (2018). <i>Fundamental of Statistics</i> . Himalaya Publishing House.		
4. Sharma, J. K. (2010). <i>Fundamentals Business Statistics</i> . Pearson Publication.		
5. Levine, R.I., Rubin, D.S., Siddiqui, M.S., & Rastogi, S. (2017). <i>Statistics for Management</i> . Pearson Publication.		
6. Gupta, S.P. (2021). <i>Statistical Methods</i> . Sultan Chand & Sons.		



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Business Communication (CC-4) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A – Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Business Communication		
Course Code	M24-MBA-104		
Course Type	CC-4		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 104.1: Enhance their communication and presentation skills. CLO 104.2: Get insights into body language and mannerisms CLO 104.3: Improve their writing skills and Write effective professional documents CLO 104.4: Present and share your ideas with confidence in a professional setting.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
<p>Instructions for Paper-Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by considering course learning outcomes (CLOs). The compulsory question (Question No. 1) will have at least 4 parts covering the entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics	Contact Hours	
I	Business Communication: Understanding communication process, communication channels, communication barriers, The importance of effective communication at workplaces, and communication networks in organizations.	15	
II	Non-Verbal Communication - Personal Appearance; Gestures, Postures, Facial Expression Eye Contacts ,Tips for Improving Non-Verbal Communication	15	
III	Written Business Communication: Writing Reports, Proposals, Emails, press notes, Summaries, Presentation feedback, and Writing Resumes. Writing job application letters,	15	


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IV	Presentation skills, Difference between Group Discussion, Panel Discussion, and Debate, Group Discussion, Interview Skills,	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. G.S. Chauhan, & Sharma, S. (2015). <i>Soft Skills: An Integrated Approach to Maximize Personality</i> . Wiley India.		
2. Mitra, B.K. (2023). <i>Personality Development and Soft Skills</i> . Oxford Press.		
3. Kalia, S., & Agrawal, S. (2015). <i>Business Communication</i> . Wiley India.		
4. Rao, M.S. (2013). <i>Soft Skills- Enhancing Employability</i> . I. K. International.		
5. Sherfield, R.M., Montgomery, R.J., & Moody, P.G. (2008). <i>Cornerstone: Developing Soft Skills</i> . Pearson India.		


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Business Eco-System and Environment (CC-5) with 4 Credits
(3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Business Eco-System and Environment		
Course Code	M24-MBA-105		
Course Type	CC-5		
Level of the course	400-499		
Pre-requisite for the course (if any)	A Business Newspaper in Hand of All Tutees on Daily Basis		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 105.1: To make students understand various environmental factors Influencing Business. CLO 105.2: To make students comprehend Business Ecosystem. CLO 105.3: To make Students understand current dynamics and future outlook of Indian business environment. CLO 105.4: To make students assess how domestic and global policies are shaping up environment for business.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions; selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Business environment- Nature, Scope and Components. Global and Indian macro environmental forces influencing Indian business environment at this juncture. Entrepreneurship and start-up drive in India-Issues and challenges. Creation of Innovation culture for businesses in India. A brief overview of business regulations and facilitation in India		15
II	Current business fundamentals in India- * Indian GDP- constituents and its growth rate at various.		15

	<p>stages with special emphasis on recent trends.</p> <ul style="list-style-type: none"> * Indian trade-direction and balance of trade since independence with special emphasis on recent trends. * FDI inflows in India - prominent sectors and recent trends. * Inflation- trends and impact on Indian business in recent times. * Most dynamic Indian industries with a global showcasing. 	
III	<p>Indian policy framework and Indian businesses-</p> <ul style="list-style-type: none"> * Industrialization phases since independence and a bird's eye-view of various industrial policies. Recent initiatives in industrialization like make in India and Atamanirbhar Bharat. * Policy framework for PSUs and small scale industries in India. Role of PSUs and small scale industries in India with recent policies towards them such as disinvestment. * Fiscal and monetary policies * Indian trade policy and institutional infrastructure for export promotion in India. 	15
IV	<p>Global scenario and Indian business-</p> <ul style="list-style-type: none"> * Impact of recent global happenings such as wars, global economic scenario etc. on Indian business. * WTO provisions and their impact on Indian business. * Impact of other international organizations like IMF, IFC, Unido and world bank on Indian businesses. * Regional economic groupings like BRICS, SAARC, EU and their influence on Indian business. 	15
Total Contact Hours		60


Suggested Evaluation Methods

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

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- * Datt, G., & Nag, B. (2024). *Datt & Sundharam's Indian Economy*. S.Chand.
- * Puri, V.K., Misra, S.K., & Garg, B. (2023). *Indian Economy*. Himalaya Publication.
- * Economic Survey, The Government of India Publication.
- * *The Indian Economic Journal*. Sage Publication.
- * Economic Times, The Times Group.
- * The Hindu Business Line, The Hindu Group.


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Financial Statements and Analysis (DEC-1) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	First		
Name of the Course	Financial Statements and Analysis		
Course Code	M24-MBA-106		
Course Type	DEC-1		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 106.1: Develop an insight of postulates, principles and techniques of accounting. CLO 106.2: Understand the steps involved in preparation and analysis of financial statements. CLO 106.3: Understand the concept of Marginal costing and Responsibility Accounting. CLO 106.4: Know the preparation of Budgets and its applications.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Accounting: meaning, branches, principles, concepts and conventions, accounting process; Accounting for Decision Making- A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Indian Accounting Standards	15
II	Financial statements: elements, preparation of financial statements; Financial Reporting: reporting practices, IFRS; Financial statement analysis: meaning, significance, and the analytical tools: Ratio analysis, Du Pont analysis, Cash flow analysis	15
III	Marginal costing: Cost Volume Profit and Break-even analysis, contribution margin, profit volume graph; Budgeting: conceptual framework, types of budget: Master budget, fixed and flexible budgets, Zero-base budgeting, and Performance budgeting	15

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IV	Responsibility accounting and segmental analysis: meaning, types; Transfer pricing: objectives, transfer pricing methods; Contemporary issues in accounting: HR accounting and the Life Cycle Costing	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
7. Anthony, R. N., Hawkins, D.F., & Merchant, K. A. (2006). <i>Accounting: Text and Cases</i> . McGraw Hill.		
8. Albrecht, W.S., Stice, J.D., Stice, E.K., & Swain, M.R. (2010). <i>Accounting: Concepts and applications</i> . Cengage Learning.		
9. Needles, B.E., & Powers, M. (2010). <i>Principles of Financial Accounting</i> . South Western Publication.		
10. Garrison, R.H., & Noreen, E.W. (2007). <i>Managerial accounting</i> . McGraw Hill.		
11. Anthony, R.N., Hawkins, D.F., & Merchant, K.A. (2017). <i>Accounting: Text and Cases</i> . McGraw Hill.		
12. Khan, M.Y., & Jain, P.K. (2017). <i>Management Accounting: Text, Problems, and cases</i> . McGraw Hill.		



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Template for Core Course (CC) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25	
Part A - Introduction	
Name of Programme	MBA (2 Years)
Semester	First
Name of the Course	Seminar
Course Code	M24-MBA-107
Course Type	Seminar
Level of the course	400-499
Pre-requisite for the course (if any)	None
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 107.1: Understand the concepts, theories and issues of Business Management and develop the analytical skills to assess the environmental and industrial parameters.</p> <p>CLO 107.2: To enhance the communication and presentation skills of the students so that they can express their ideas confidently with others.</p>
Credits	Seminar
	2
Teaching Hours per week	2
Internal Assessment Marks	0
End Term Exam Marks	50
Max. Marks	50
Examination Time	1 hour
<p>Instructions for Examiner: Evaluation of the Seminar will be done by the Internal Examiner (s) on the parameters as decided by Staff Council of the Department. There will be no external examination/viva-voce examination.</p>	


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Optimization Models for Business Decisions (CC-6) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	Second		
Name of the Course	Optimization Models for Business Decisions		
Course Code	M24-MBA-201		
Course Type	CC-6		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 201.1: Understand the formulation of industrial and business problem as linear programming problems and solutions. CLO 201.2: Understand the application of transportation, assignment and queuing models in business world. CLO 201.3: Understand the techniques of Project Management and Markov processes. CLO 201.4: Understand decision making under certainty, uncertainty and risk.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Operations Research: History, meaning, features, models, scope and applications in business organisations. Linear programming: Meaning, structure, scope and application areas. Linear programming: Formulation of industrial and business problem as linear programming problems and solution by graphical and simplex methods. Duality and sensitivity analysis in linear programming problems.	15
II	Transportation problem: Initial feasible solution by North-West Corner, Least Cost Method and Vogel's Approximation Method, and test for optimality by Modified-Distribution Method and Stepping-Stone Method. Solution of assignment problems by Hungarian method. Waiting line models: Introduction to theory of	15

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	queues, standard terminologies, pure birth-and-death model, M/M/1 and M/M/c models.	
III	Project Management: Using a network to visually display a project, scheduling a project with PERT/CPM and considering time-cost trade-offs. Deterministic and probabilistic inventory control models. Markov processes: Introduction to stochastic process, terminologies, Markov process, transition probabilities, and simple business applications.	15
IV	Decision theory: Decision making under uncertainty and risk, posterior probabilities and Bayesian analysis, and decision trees. Theory of games: Games with pure strategies and mixed strategies. Rule of dominance and solution of games without saddle point. Simulation: Meaning, process, types, advantages, limitations and applications.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Martin, K. (2012). <i>An introduction to management science: Quantitative approaches to decision making</i> . Cengage Learning.		
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). <i>Managerial decision modeling: Business analytics with spreadsheets</i> . De Gruyter.		
3. Hillier, F. S., Lieberman, G. J., Nag, B., & Basu, P. (2017). <i>Introduction to operations research</i> . McGraw-Hill Education.		
4. Powell, S. G., & Baker, K. R. (2017). <i>Business analytics: The art of modeling with spreadsheets</i> . Wiley.		
5. Sharma, J. K. (2009). <i>Operations research: Theory and applications</i> . Macmillan Publishers India Ltd.		
6. Vohra, N. D. (2017). <i>Quantitative techniques in management</i> . Tata McGraw-Hill Education.		


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Business Research Methodology (CC-7) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	Second		
Name of the Course	Business Research Methodology		
Course Code	M24-MBA-202		
Course Type	CC-7		
Level of the course	400-499		
Pre-requisite for the course (if any)	SPSS Software		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 202.1: Appreciate the value of research as an empowering tool for business decision-making</p> <p>CLO 202.2: Formulate research problem and develop an understanding of various major research designs.</p> <p>CLO 202.3: Determine various data sources and to design data collection tools.</p> <p>CLO 202.4: Enable familiarity with advanced analysis techniques with practical application in software like SPSS.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Introduction to Research Methodology: Research- Meaning, Nature, and Types of research: Research Process. Research Applications in Business Decision, Formulation of the Research Problem and Development of the Research Hypothesis, Hypothesis testing Procedure.	15
II	Research Design- Meaning and Process of formulating a Research Design. Types of Research Design- Exploratory, Descriptive, Experimental, Diagnostic and Correlational research. Applications of these Research Design in business. Specifying data and Acquisition Methods. Data types and data sources- Primary and Secondary data and their types. Comparison between various data. Actualization	15

	Method.		
III	Measurement and Scaling Fundamentals and types. Commonly used scales in business research. Reliability and validity of scales. Questionnaire designing using scaling. Sampling Design- Sampling techniques, Sample Size determinations, Sampling Errors and Control.		15
IV	Data Editing, Coding and Tabulation, SPSS: Meaning, Frequency Distribution and Cross-Tabulation using SPSS, Advance Techniques of Data Analysis through SPSS: Factor analysis, Cluster Analysis, Conjoint Analysis, Report Writing and Presentation of Results.		15
Total Contact Hours			60
Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Malhotra, N. K., & Dash, S. (2019). <i>Marketing research: An applied orientation</i> . Pearson.			
2. Chawla, D., & Sondhi, N. (2015). <i>Research methodology: Concepts and cases</i> . Vikas Publishing House.			
3. Cooper, D., & Schindler, P. (2010). <i>Business research methods</i> . McGraw Hill Education.			
4. Kothari, C. R. (2023). <i>Research methodology: Methods and techniques</i> . New Age International Publishers.			



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Marketing Management (CC-8)- with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25			
Part A - Introduction			
Name of Programme	MBA (2Years)		
Semester	Second		
Name of the Course	Marketing Management		
Course Code	M24-MBA-203		
Course Type	CC-8		
Level of the course	400-499		
Pre-requisite for the course (if any)	Case Studies and articles in business newspaper on daily basis		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 203.1: To make students understand the dynamics of a prominent functional area of marketing management, developments and new philosophy of marketing.</p> <p>CLO 203.2: To understand the significance of market research, insight of consumer behavior and to comprehend the issues and challenges involved in framing marketing strategies.</p> <p>CLO 203.3: To help the students derive how the companies get an edge over their competitors through its marketing practices related to product, brand and pricing decisions.</p> <p>CLO 203.4: To get insights on promotion, distribution and the emerging trends in the field of marketing</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		
Part B- Contents of the Course			
Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.			
Unit	Topics		Contact Hours
I	Marketing: Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing, Marketing Environment		15

II	Marketing Mix and STP (Segmentation, Targeting and Positioning), Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour.	15
III	Product and Brand decisions: concept, classification, product-line decisions, new product development process, product life cycle, brand names, packaging and labelling. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing	15
IV	Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channelselection. Recent developments in marketing.	15
Total Contact Hours		60

Suggested Evaluation Methods

Internal Assessment: 30

End Term Examination: 70

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

➤ **Theory: 70**
Written Examination

Part C-Learning Resources

Recommended Books/e-resources/LMS:

1. Kotler, P., & Keller, K. L. (2016). *Marketing management*. Pearson Education.
2. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management*. Sage Publications.
3. Walker, B. J., Etzel, M. J., & Stanton, W. J. (2004). *Marketing: Concepts and cases*, Tata McGraw-Hill Education.
4. Saxena, R. (2019). *Marketing management*. McGraw Hill Education India.



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Corporate Finance (CC-9) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	Second		
Name of the Course	Corporate Finance		
Course Code	M24-MBA-204		
Course Type	CC-9		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 204.1: Familiarize with the principles and techniques of corporate finance. CLO 204.2: Develop and sharpen analytical abilities for financial decision making using cost of capital and capital structure concepts. CLO 204.3: Extrapolate how companies make financial decisions by applying financial modelling techniques. CLO 204.4: Understand management of working capital and estimate the same for an organization.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Nature, Scope and objectives of Corporate Finance, Time value of money, Investment decisions: Importance, Difficulties in determining cash flows, Methods of capital budgeting and Risk analysis.	15
II	Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital. Capital Structure decisions; Theories of capital structure, Factors determining capital structure.	15
III	Internal Financing and Dividend Policy, Sources of Finance: Short term and Long term.	15


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	Financial Modelling: Essentials and financial modelling framework.	
IV	Management of working capital – Cash management, models of cash management, Receivables Management and Inventory Management. Financing of working capital.	15
Total Contact Hours		60
Suggested Evaluation Methods		
Internal Assessment: 30		End Term Examination: 70
➤ Theory	30	➤ Theory: 70
• Class Participation:	5	Written Examination
• Seminar/presentation/assignment/quiz/class test etc.:	10	
• Mid-Term Exam:	15	
Part C-Learning Resources		
Recommended Books/e-resources/LMS:		
1. Pandey, IM. : <i>Financial Management</i> , Vikas Publication House, 2000.		
2. Khan, M.Y. and Jam, P.K.: <i>Financial Management</i> , McGraw Hill, 2001.		
3. Chandra, <i>Financial Management</i> 9th edn. McGraw Hill Education.		
4. Hamton, John; <i>Financial Decision-Making</i> . Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.		
5. Winger, Bemard and Mohan, Nancy: <i>Principles of Financial Management</i> , New York, Macmillan Publishing Company, 1991.		


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Human Resource Management (CC-10) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25


Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	Second		
Name of the Course	Human Resource Management		
Course Code	M24-MBA-205		
Course Type	CC-10		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO 205.1: Understand the evolution, fundamental concepts and functions of HRM in a dynamic business environment.</p> <p>CLO 205.2: Understand the interlinkages among the pivotal functions concerning procurement of human resources viz. human resource policy, human resource planning, recruitment, selection, induction and socialisation.</p> <p>CLO 205.3: Get the knowledge of different aspects concerning work motivation, training and development, performance management and compensation management in an organization.</p> <p>CLO 205.4: Gain knowledge of emerging HR issues concerning employee engagement, unions and their role in management of industrial relations and grievance management.</p>		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Models HR Policies; HR Challenges in a changing business environment. Human Resource Planning and Forecasting, HRIS	15


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II	Job Design & Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialization; Learning, Training and Development.	15
III	Appraising and Managing Performance. Potential Appraisal; Career Planning and Development; Succession Planning; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices.	15
IV	Industrial Relations and Trade Unions; Industrial Dispute & Its Settlement, Grievance Management; Occupational Safety and Health and HR Ethics. Recent Trends in HRM: Employee Engagement; Social Media & HR; HR Analytics; Talent Management; Digital Transformations in HR; Artificial Intelligence & Machine Learning in HR.	15
Total Contact Hours		60

Suggested Evaluation Methods

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

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- Dessler, G., & Varakkey, B. (2023). *Human Resource Management*. Pearson Education.
- Aswathapa, K., & Dash, S. (2023). *Human Resource Management: Text and Cases*. McGraw Hill.
- Sanghi, S. (2017). *Human Resource Management*. Vikas Publishing House.
- Armstrong, M., & Taylor, S. (2023). *Handbook of HRM Practice*. Kogan Page.
- Lepak, D., & Gowan, M. (2009). *Human Resource Management*. Pearson Education.
- Rao, V.S.P. (2019). *Human Resource Management*. Cengage Learning.
- Khanka, S.S. (2003). *Human Resource Management: Text and Cases*. S. Chand Publishing.
- Gowan, M., & Lepak, D. (2019). *Human Resource Management: Managing Employees for Competitive Advantage*. McGraw-Hill.
- Snell, S., & Morris, S. (2020). *Managing Human Resources*. Cengage Learning.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M. (2020). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill.


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Production and Operations Management (DEC-2) with 4 Credits (3 Theory +1 Tutorial)

Session: 2024-25

Part A - Introduction

Name of Programme	MBA (2 Years)		
Semester	Second		
Name of the Course	Production and Operations Management		
Course Code	M24-MBA-206		
Course Type	DEC-2		
Level of the course	400-499		
Pre-requisite for the course (if any)	None		
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	CLO 206.1: Understand the production systems, facility location and facility location. CLO 206.2: Understand capacity planning, product planning and process planning etc. CLO 206.3: Understand the maintenance management and work study. CLO 206.4: Understand the inventory control techniques.		
Credits	Theory	Tutorial	Total
	3	1	4
Teaching Hours per week	3	1	4
Internal Assessment Marks	30	0	30
End Term Exam Marks	70	0	70
Max. Marks	100	0	100
Examination Time	3 hours		

Part B- Contents of the Course

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

Unit	Topics	Contact Hours
I	Nature and Scope of Production and Operations Management; Types of production systems: Product, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout - Objectives, Advantages, Basic Types of Layouts.	15
II	Material Handling: Principles and Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning. Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling.	15
III	Maintenance Management; Work Study: Method Study and Work Measurement. Material Management: An Overview of Material Management.	15
IV	Inventory Management - objectives, factors, process and inventory control techniques. Just-in Time (JIT); Purchase Management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.	15
Total Contact Hours		60

Suggested Evaluation Methods			
Internal Assessment: 30		End Term Examination: 70	
➤ Theory	30	➤ Theory:	70
• Class Participation:	5	Written Examination	
• Seminar/presentation/assignment/quiz/class test etc.:	10		
• Mid-Term Exam:	15		
Part C-Learning Resources			
Recommended Books/e-resources/LMS:			
1. Chary, S.N: <i>Production and Operations Management</i> , New Delhi, Tata McGraw Hill, 2 nd Edition. 2. Ashwathapa: <i>Production and Operations Management</i> , Himalaya Publishing House. 3. R. Panneerselvam: <i>Production and Operations Management</i> , 3 rd Edition, PHI 4. Chunawalla & Patel : <i>Production and Operations Management</i> , Himalaya Publishing 5. Nair: <i>Production and Operations Management</i> , TMH			


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CHM

Session: 2024-25			
PartA - Introduction			
Name of the Programme	Common to all PG Programmes		
Semester	2 nd		
Name of the Course	Constitutional, Human and Moral Values, and IPR		
Course Code	M24-CHM-201		
CourseType	CHM		
Level of the course	400-499		
Pre-requisite for the course (if any)			
Course Learning Outcomes (CLO) After completing this course, the learner will be able to:	<p>CLO-1: Learn the different Constitutional Values, Fundamental rights and duties enshrined in the India Constitution.</p> <p>CLO-2: Understand humanism, human virtues and values, and idea of International peace.</p> <p>CLO-3: Grasp the basic concepts of Moral Values and Professional Conduct which are required to become a part of the civil society and for developing professionalism.</p> <p>CLO-4: Understand concepts of Intellectual Property Rights, Copyright, Patent, Trademark etc., and about threats of Plagiarism.</p>		
Credits	Theory	Practical	Total
	2	0	2
Teaching Hours per week	2	0	2
Internal Assessment Marks	15	0	15
End Term Exam Marks	35	0	35
Max. Marks	50	0	50
Examination Time	3 hours		
Part B-Contents of the Course			
<p>Instructions for Paper- Setter: The examiner will set 9 questions asking two questions from each unit and one compulsory question by taking course learning outcomes (CLOs) into consideration. The compulsory question (Question No. 1) will consist at least 4 parts covering entire syllabus. The examinee will be required to attempt 5 questions, selecting one question from each unit and the compulsory question. All questions will carry equal marks.</p>			
Unit	Topics	Contact Hours	
I	Constitutional Values:	8	

	Historical Perspective of Indian Constitution; Basic Values enshrined in the Preamble of the Indian Constitution; Concept of Constitutional Morality; Patriotic Values and Ingredients Nation Building; Fundamental Rights and Duties ; Directive Principles of the State Policy.	
II	Humanistic Values: Humanism, Human Virtues and Civic Sense; Social Responsibilities of Human Beings; Ethical ways to deal with human aspirations; Harmony with society and nature; Idea of International Peace and Brotherhood (Vasudhaiv Kutumbkam).	7
III	Moral Values and Professional Conduct Understanding Morality and Moral Values; Moral Education and Character Building; Ethics of Relations: Personal, Social and Professional; Introduction to Gender Sensitization; Affirmative approach towards Weaker Sections (SCs, STs, OBCs, EWS& DAs); Ethical Conduct in Higher Education Institutions; Professional Ethics.	8
IV	Intellectual Property Rights: Meaning, Origins and Nature of Intellectual Property Rights (IPRs); Different Kinds of IPRs – Copyright, Patent, Trademark, Trade Secret/Dress, Design, Traditional Knowledge; Infringement and Offences of IPRs – Remedies and Penalties; Basics of Plagiarism policy of UGC.	7
Note: Scope of the syllabus shall be restricted to generic and introductory level of mentioned topics.		
Total Contact Hours		30


Suggested Evaluation Methods

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

Part C-Learning Resources

Recommended Books/e-resources/LMS:

- Ahuja, V K. (2017). *Law relating to Intellectual Property Rights*, India, IN: Lexis Nexis.
- Bajpai, B. L., *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow, 2004.
- Basu, D.D., *Introduction to the Constitution of India* (Students Edition) Prentice Hall of India Pvt. Ltd., New Delhi, 20th ed., 2008.
- Dhar, P.L. & R.R. Gaur, *Science and Humanism*, Commonwealth Publishers, New Delhi, 1990.
- George, Sussan, *How the Other Half Dies*, Penguin Press, 1976.
- Govindarajan, M., S. Natarajan, V.S. Sendilkumar (eds.), *Engineering Ethics (Including Human Values)*, Prentice Hall of India Private Ltd, New Delhi, 2004.
- Harries, Charles E., Michael S. Pritchard & Michael J. Robins, *Engineering Ethics*, Thompson Asia, New Delhi, 2003.


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- Illich, Ivan, *Energy & Equity*, Trinity Press, Worcester, 1974.
- Meadows, Donella H., Dennis L. Meadows, Jorgen Randers & William W. Behrens, *Limits to Growth: Club of Rome's Report*, Universe Books, 1972.
- Myneni, S.R, Law of Intellectual Property, Asian Law House.
- Narayanan, P, *IPRs*.
- Neeraj, P., &Khusdeep, D. (2014). *Intellectual Property Rights*, India, IN: PHI learning Private Limited.
- Nithyananda, K V. (2019). *Intellectual Property Rights: Protection and Management*, India, IN: Cengage Learning India Private Limited.
- Palekar, Subhas, *How to practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati, 2000.
- Phaneesh, K.R., *Constitution of India and Professional Ethics*, New Delhi.
- Pylee, M.V., *An Introduction to Constitution of India*, Vikas Publishing, New Delhi, 2002.
- Raman, B.S., *Constitution of India*, New Delhi, 2002.
- Reddy, B., *Intellectual Property Rights and the Law*, Gogia Law Agency.
- Reddy, N.H., Santosh Ajmera, *Ethics, Integrity and Aptitude*, McGraw Hill, New Delhi.
- Sharma, Brij Kishore, *Introduction to the Constitution of India*, New Delhi,
- Schumacher, E.F., *Small is Beautiful: A Study of Economics as if People Mattered*, Blond & Briggs, Britain, 1973.
- Singles, Shubham et. al., *Constitution of India and Professional Ethics*, Cengage Learning India Pvt. Ltd., Latest Edition, New Delhi, 2018.
- Tripathy, A.N., *Human Values*, New Age International Publishers, New Delhi, 2003.
- Wadehra, B.L., Law relating to Intellectual Property. Universal Law Publishing Co.
- Relevant Websites, Movies and Documentaries:**
- Value Education Websites*, <http://uhv.ac.in>, <http://www.uptu.ac.in>.
- Story of Stuff*, <http://www.storyofstuff.com>
- Cell for IPR Promotion and Management: <http://cipam.gov.in/>.
- World Intellectual Property Organization: <http://www.wipo.int/about-ip/en/>
- Office of the Controller General of Patents, Designs & Trademarks: <http://www.ipindia.nic.in/>
- Al Gore, *An Inconvenient Truth*, Paramount Classics, USA.
- Charlie Chaplin, *Modern Times*, United Artists, USA.
- Modern Technology – The Untold Story*, IIT, Delhi.
- A. Gandhi, *Right Here Right Now*, Cyclewala Productions.


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