

## **Scheme and Syllabi**

**For**

### **Master of Business Administration As per NEP 2020**

**MBA**

**(Dual Major)**

**MBA**

**(Dual Major with Research in 4th Semester)**

**MBA**

**(Dual Major with Research in 3rd & 4th Semester)**

**MBA**

**(One Year Dual Major)**

**MBA**

**(One Year Dual Major with Research in 4th Semester)**



**Department of Business Administration  
Chaudhary Devi Lal University  
Sirsa-125055  
2025**

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### About the Department

Established in 2003, the Department of Business Administration engaged in offering quality management education and research. Through effective research, teaching and extension activities, the department constantly seek to strengthen the ongoing process of management and extend the frontiers of management knowledge. Being conscious of its commitment and obligations to the society, it has continuously striven towards upgrading and fine-tuning the skills and insights of the students through well-designed and industry-focused courses. As of today, it offers two-year full time MBA and Ph.D. programme from the University campus. Students from the department are well received by the Corporate Sector for training and placement. In the process, the department has committed faculty and making available a scholastic infrastructure conducive for learning to our students. The main motive is to prepare a class of proficient scholars and professionals with ingrained human values and commitment to expand the frontiers of knowledge for the advancement of society.

### Objectives of the Programme

- To enable students in identifying, assessing and shaping entrepreneurial opportunities in a variety of contexts.
- To acquaint students with problem solving skills supported by appropriate analytical and quantitative techniques.
- To produce ethical and socially responsible managers both for society and business organizations.
- To provide research expertise to scholars by identifying and conducting the research on emerging issues and critical problems of business world.

### Programme Outcomes (POs)

The MBA is a highly prominent management course of modern times and prepares the participants for taking up middle and top level challenging executive assignments in private and public sectors. Accordingly, they are imparted adequate conceptual knowledge and practical training in various functional areas of management i.e .Marketing Management, Financial Management, Human Resource Management and Agri-Business Management. MBA is a two years programme divided into four semesters. The programme aimed at following outcomes:

|            |  |
|------------|--|
| <b>PO1</b> | <b>Business Practical Knowledge and Industry Interaction and Overview:</b> Implement knowledge of management theories and practices to solve the business problems and demonstrate the principles of management and apply in work environment efficiently in respective disciplines and multidisciplinary environments after considering the socio-economic and financial factors. |
| <b>PO2</b> | <b>Leadership and Business Problem Solutions:</b> Adopt a problem solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society.  |
| <b>PO3</b> | <b>Communication and Other Skills:</b> Create an ability to understand, analyse and communicate global, economic, legal, and ethical aspects of administration and to comprehend and write effective reports and design documentation by adhering to   |

|            |  |
|------------|--|
|            | appropriate standards, make effective presentations, and give and receive clear instructions.  |
| <b>PO4</b> | <b>Group Dynamics and Team Management:</b> Understand group dynamics, recognise opportunities and contribute positively to collaborative-multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team environment. |
| <b>PO5</b> | <b>Research and Innovation:</b> Analyse complex managerial problems critically, conceptualize and solve these problems, assess a wide range of potential solutions and arrive at feasible, optimal solutions in the core areas of expertise at the national and international levels.  |
| <b>PO6</b> | <b>Functional Specialization:</b> Understand business administration in multi-functional areas of management like Marketing, Finance, HR, International Business and Agri-Business Management and to understand and derive meaningful implications about organizational performance.   |
| <b>PO7</b> | <b>Values, Ethics and Professional Integrity:</b> Acquiring professional and intellectual integrity, code of conduct, ethics of research and scholarship, impact of outcomes on professional ethics and an understanding of responsibility to contribute to the community for its sustainable development.   |
| <b>PO8</b> | <b>Employment and Entrepreneurship:</b> Adopt a problem-solving approach to identify timely opportunity using business innovation to harness the available resources in order to create value and wealth for the stakeholders of the society.  |

### Programme Specific Outcomes (PSOs)

|             |  |
|-------------|--|
| <b>PSO1</b> | <b>Business Ethics and Values:</b> Apply ethical principles and commit to business professional ethics and values for discharging all responsibilities within the norms of the business and management practices.  |
| <b>PSO2</b> | <b>Social Responsibility and Life-long Learning:</b> Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the context of global business environment dynamics.                                 |
| <b>PSO3</b> | <b>Environmental Awareness for Sustainability:</b> Understanding the impact of the professional business solutions in economic, societal and environmental contexts, and demonstrate the business knowledge for sustainable global business development. |
| <b>PSO4</b> | <b>Leadership and Professional Skills:</b> Turning out graduates having the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.                            |



## Programme Structure

MBA - a four-semester postgraduate programme is 96 credits weightage programme consisting of Discipline Specific Courses (DSC), Skill Enhancement Courses (SEC) and Research Projects.

### Master of Business Administration (Dual Major)

| Course Category    | Subject Code       | Nomenclature                                      | Level | Credits |   |   |           | Marks      |      |       |
|--------------------|--------------------|---|-------|---------|---|---|-----------|------------|------|-------|
|                    |                    |   |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b>SEMESTER-I</b>  |                    |   |       |         |   |   |           |            |      |       |
| DSC                | MBA/DBA/1/DSC/401  | Management Processes and Organizational Behaviour | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | DDM/DBA/1/DSC/401  |   |       |         |   |   |           |            |      |       |
|                    | BBA/MD/H/7/DSC/401 | Accounting for Managerial Decisions               | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | MBA/DBA/1/DSC/402  |   |       |         |   |   |           |            |      |       |
|                    | BBA/MD/H/7/DSC/402 | Managerial Economics                              | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | MBA/DBA/1/DSC/403  |   |       |         |   |   |           |            |      |       |
|                    | BBA/MD/H/7/DSC/403 | Communications Skills & Artificial Intelligence   | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | MBA/DBA/1/DSC/404  |   |       |         |   |   |           |            |      |       |
|                    | BBA/MD/H/7/DSC/404 | Personality Development                           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
| MBA/DBA/1/DSC/405  |                    |   |       |         |   |   |           |            |      |       |
| BBA/MD/H/7/DSC/405 |                    |   |       |         |   |   |           |            |      |       |
| SEC                | MBA/DBA/1/SEC/401  | Corporate Environment and Dynamics                | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | BBA/MD/H/7/MIC/401 |   |       |         |   |   |           |            |      |       |
| <b>Total</b>       |                    |   |       |         |   |   | <b>24</b> | <b>600</b> |      |       |

| <b>SEMESTER-I (Bridge Courses) *</b> |                 |                            |     |  |  |  |  |    |    |     |
|--------------------------------------|-----------------|----------------------------|-----|--|--|--|--|----|----|-----|
| BDC                                  | MBA/DBA/BDC/411 | Fundamentals of Management | 400 |  |  |  |  | 30 | 70 | 100 |
|                                      | MBA/DBA/BDC/412 | Professional Communication | 400 |  |  |  |  | 30 | 70 | 100 |

\*These are Non-Credit Courses. Students will have to qualify these Courses only when they have not Business Administration Degree at UG Level. Bridge Level Courses shall be irrespective of total credit in Programme; However, result of passing the bridge course shall be reflected in the DMC.

| Course Category    | Subject Code       | Nomenclature                 | Level | Credits |   |   |           | Marks      |      |       |
|--------------------|--------------------|------------------------------|-------|---------|---|---|-----------|------------|------|-------|
|                    |                    |                              |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b>SEMESTER-II</b> |                    |                              |       |         |   |   |           |            |      |       |
| DSC                | MBA/DBA/2/DSC/451  | Entrepreneurship Development | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | BBA/MD/H/8/DSC/451 |                              |       |         |   |   |           |            |      |       |
|                    | MBA/DBA/2/DSC/452  | Research Methodology         | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | BBA/MD/H/8/DSC/452 |                              |       |         |   |   |           |            |      |       |
| SEC                | MBA/DBA/2/SEC/451  | Event Management             | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                    | BBA/MD/H/8/MIC/451 |                              |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                    |                              |       |         |   |   | <b>12</b> | <b>300</b> |      |       |

Students will have to opt any one from the following groups.

| Course Category  | Subject Code             | Nomenclature                           | Level | Credits |   |   |           | Marks      |      |       |
|--|--------------------------|--|-------|---------|---|---|-----------|------------|------|-------|
|  |                          |  |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b>Group-A**</b>   |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/453        | Digital Marketing                      | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | DDM/DBA/1/DSC/405        |  |       |         |   |   |           |            |      |       |
|  | BBA/MD/H/8/DSC/453       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/454        | Labour Laws in India                   | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/454       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
| BBA/MD/H/8/DSC/455   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Group-B</b>   |                          |  |       |         |   |   |           |            |      |       |
| <b>Students will have to opt Any Three from following:</b> |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/455       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/456        | Contemporary Marketing                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/456       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/457        | Contemporary Human Resource Management | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/457       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/458        | International Business                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/458       |  |       |         |   |   |           |            |      |       |
| MBA/DBA/2/DSC/459  | Agri-Business Management | 400                                    | 4     |         |   | 4 | 30        | 70         | 100  |       |
| BBA/MD/H/8/DSC/459   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Total</b>   |                          |  |       |         |   |   | <b>24</b> | <b>600</b> |      |       |

\*\*Students only having UG in Business Administration (BBA) can opt Group-A.

Students who exit after first year on completion of 48 credits will be awarded with PG Diploma in Business Administration.

**Summer Training:** At the end of second semester, all the students shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report. Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

**For III<sup>rd</sup> Semester:** Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

| <b>SEMESTER-III</b>                                       |                        |  |     |   |  |  |          |    |    |            |
|---|------------------------|--|-----|---|--|--|----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/3/INT/501      | Summer Training Report                         |     | 4 |  |  | <b>4</b> | 50 | 50 | <b>100</b> |
| <b>Students will have to opt any one of the following</b> |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/501      | Business Policy and Strategic Management       | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/502      | Business Laws                                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/503      | Operations Research                            | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Human Resource Management</b>          |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/HR M/501 | Management of Industrial Relations             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/502 | Performance Management                         | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/503 | Compensation Management                        | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/504 | Managing Interpersonal and Group Processes     | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/505 | Labour Laws in India                           | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Marketing Management</b>               |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/M M/501  | Integrated Marketing Communication             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/502  | Consumer Behaviour                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/503  | Service Marketing                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/504  | Marketing Research                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/505  | Brand Management                               | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>                 |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/FM/501   | Security Analysis                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/502   | Management of Banking & Financial Institutions | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/503   | Project Management                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/504   | Corporate Tax Planning                         | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/505   | Behavioral Finance                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: International Business</b>             |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/IB/501   | International Accounting                       | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/502   | International Marketing                        | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/503   | International Finance                          | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/504   | Cross Cultural & Global Management             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/505   | International Business Environment             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |

| <b>Specialization: Agri-Business Management</b> |                        |   |     |   |  |  |                 |    |    |            |
|---|------------------------|---|-----|---|--|--|-----------------|----|----|------------|
| <b>DSC</b>                                      | MBA/DBA/3/DSC/AB M/501 | Agri-Business Environment and Policy      | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/502 | Agri-Supply Chain Management              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/503 | Food Technology and Processing Management | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/504 | Livestock Business Management             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/505 | Food Retail Management                    | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Total Credits</b>                            |                        |   |     |   |  |  | <b>4+20= 24</b> |    |    |            |

| <b>SEMESTER-IV</b>  |                        |   |     |   |  |  |          |    |    |            |
|---|------------------------|---|-----|---|--|--|----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/4/SEC/551      | Business Ethics and Corporate Governance          | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Students will have to opt any one of the following</b> |                        |   |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/4/DSC/551      | Total Quality Management                          | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/552      | Productions and Operations Management             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/553      | Business Analytics                                | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Human Resource Management</b>          |                        |   |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/4/DSC/HR M/551 | Training and Development                          | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/HR M/552 | Global Human Resource Management                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/HR M/553 | Organizational Change and Intervention Strategies | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/HR M/554 | Strategic Human Resource Management               | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/HR M/555 | Artificial Intelligence and HRM                   | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Marketing Management</b>               |                        |   |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/4/DSC/M M/551  | Industrial Marketing                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/M M/552  | Social Media Marketing                            | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/M M/553  | Sales and Distribution Management                 | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/M M/554  | Retail Marketing                                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/M M/555  | Rural Marketing                                   | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>                 |                        |   |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/4/DSC/FM/551   | Financial Derivatives                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/FM/552   | Management of Financial Services                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/FM/553   | Portfolio Management                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/FM/554   | Corporate Restructuring                           | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/FM/555   | Funds Management                                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |

| <b>Specialization: International Business</b>   |                        |   |     |   |  |  |          |                 |    |            |
|---|------------------------|---|-----|---|--|--|----------|-----------------|----|------------|
| <b>DSC</b>                                      | MBA/DBA/4/DSC/IB/551   | Foreign Exchange Management               | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/IB/552   | Global Strategic Management               | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/IB/553   | Risk Management in International Business | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/IB/554   | Export Import Measures and Regulations    | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/IB/555   | Multinational Banking                     | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
| <b>Specialization: Agri-Business Management</b> |                        |   |     |   |  |  |          |                 |    |            |
| <b>DSC</b>                                      | MBA/DBA/4/DSC/AB M/551 | Agri-Business Entrepreneurship            | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/AB M/552 | Dairy Products Management                 | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/AB M/553 | Agriculture & Post Harvesting Management  | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/AB M/554 | Horticulture Business Management          | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/AB M/555 | Management of Agriculture Inputs          | 500 | 4 |  |  | <b>4</b> | 30              | 70 | <b>100</b> |
| <b>Total Credits</b>                            |                        |   |     |   |  |  |          | <b>4+20= 24</b> |    |            |

**Master of Business Administration**  
**(Dual Major with Research/ In-Company Research in 4<sup>th</sup> Semester)**

| Course Category          | Subject Code            | Nomenclature                                      | Level | Credits |   |   |           | Marks      |      |       |
|--------------------------|-------------------------|---|-------|---------|---|---|-----------|------------|------|-------|
|                          |                         |   |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b><u>SEMESTER-I</u></b> |                         |   |       |         |   |   |           |            |      |       |
| DSC                      | MBA/DBA/1/DSC/401       | Management Processes and Organizational Behaviour | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                          | DDM/DBA/1/DSC/401       |   |       |         |   |   |           |            |      |       |
|                          | BBA/MD/H/7/DSC/401      |   |       |         |   |   |           |            |      |       |
|                          | MBA/DBA/1/DSC/402       | Accounting for Managerial Decisions               | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                          | BBA/MD/H/7/DSC/402      |   |       |         |   |   |           |            |      |       |
|                          | MBA/DBA/1/DSC/403       | Managerial Economics                              | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                          | BBA/MD/H/7/DSC/403      |   |       |         |   |   |           |            |      |       |
|                          | MBA/DBA/1/DSC/404       | Communications Skills & Artificial Intelligence   | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                          | BBA/MD/H/7/DSC/404      |   |       |         |   |   |           |            |      |       |
| MBA/DBA/1/DSC/405        | Personality Development | 400   | 4     |         |   | 4 | 30        | 70         | 100  |       |
| BBA/MD/H/7/DSC/405       |                         |   |       |         |   |   |           |            |      |       |
| SEC                      | MBA/DBA/1/SEC/401       | Corporate Environment and Dynamics                | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                          | BBA/MD/H/7/MIC/401      |   |       |         |   |   |           |            |      |       |
| <b>Total</b>             |                         |   |       |         |   |   | <b>24</b> | <b>600</b> |      |       |

| <b><u>SEMESTER-I (Bridge Courses) *</u></b> |                 |                            |     |  |  |  |  |    |    |     |
|---|-----------------|----------------------------|-----|--|--|--|--|----|----|-----|
| BDC   | MBA/DBA/BDC/411 | Fundamentals of Management | 400 |  |  |  |  | 30 | 70 | 100 |
|   | MBA/DBA/BDC/412 | Professional Communication | 400 |  |  |  |  | 30 | 70 | 100 |

\*These are Non-Credit Courses. Students will have to qualify these Courses only when they have not Business Administration Degree at UG Level. Bridge Level Courses shall be irrespective of total credit in Programme; However, result of passing the bridge course shall be reflected in the DMC.

| Course Category           | Subject Code       | Nomenclature                 | Level | Credits |   |   |           | Marks      |      |       |
|---------------------------|--------------------|------------------------------|-------|---------|---|---|-----------|------------|------|-------|
|                           |                    |                              |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b><u>SEMESTER-II</u></b> |                    |                              |       |         |   |   |           |            |      |       |
| DSC                       | MBA/DBA/2/DSC/451  | Entrepreneurship Development | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                           | BBA/MD/H/8/DSC/451 |                              |       |         |   |   |           |            |      |       |
|                           | MBA/DBA/2/DSC/452  | Research Methodology         | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                           | BBA/MD/H/8/DSC/452 |                              |       |         |   |   |           |            |      |       |
| SEC                       | MBA/DBA/2/SEC/451  | Event Management             | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|                           | BBA/MD/H/8/MIC/451 |                              |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>          |                    |                              |       |         |   |   | <b>12</b> | <b>300</b> |      |       |

*Signature*

Students will have to opt any one from the following groups.

| Course Category  | Subject Code             | Nomenclature                           | Level | Credits |   |   |           | Marks      |      |       |
|--|--------------------------|--|-------|---------|---|---|-----------|------------|------|-------|
|  |                          |  |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b>Group-A**</b>   |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/453        | Digital Marketing                      | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | DDM/DBA/1/DSC/405        |  |       |         |   |   |           |            |      |       |
|  | BBA/MD/H/8/DSC/453       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/454        | Labour Laws in India                   | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/454       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
| BBA/MD/H/8/DSC/455   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Group-B</b>   |                          |  |       |         |   |   |           |            |      |       |
| <b>Students will have to opt Any Three from following:</b> |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/455       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/456        | Contemporary Marketing                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/456       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/457        | Contemporary Human Resource Management | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/457       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/458        | International Business                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/458       |  |       |         |   |   |           |            |      |       |
| MBA/DBA/2/DSC/459  | Agri-Business Management | 400                                    | 4     |         |   | 4 | 30        | 70         | 100  |       |
| BBA/MD/H/8/DSC/459   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Total</b>   |                          |  |       |         |   |   | <b>24</b> | <b>600</b> |      |       |

\*\*Students only having UG in Business Administration (BBA) can opt Group-A.

Students who exit after first year on completion of 48 credits will be awarded with PG Diploma in Business Administration.

**Summer Training:** At the end of second semester, all the students shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report. Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

**For III<sup>rd</sup> Semester:** Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

| <b>SEMESTER-III</b>                                       |                        |  |     |   |  |  |          |    |    |            |
|---|------------------------|--|-----|---|--|--|----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/3/INT/501      | Summer Training Report                         |     | 4 |  |  | <b>4</b> | 50 | 50 | <b>100</b> |
| <b>Students will have to opt any one of the following</b> |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/501      | Business Policy and Strategic Management       | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/502      | Business Laws                                  | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/503      | Operations Research                            | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Human Resource Management</b>          |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/HR M/501 | Management of Industrial Relations             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/502 | Performance Management                         | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/503 | Compensation Management                        | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/504 | Managing Interpersonal and Group Processes     | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/505 | Labour Laws in India                           | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Marketing Management</b>               |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/M M/501  | Integrated Marketing Communication             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/502  | Consumer Behaviour                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/503  | Service Marketing                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/504  | Marketing Research                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M M/505  | Brand Management                               | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>                 |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/FM/501   | Security Analysis                              | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/502   | Management of Banking & Financial Institutions | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/503   | Project Management                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/504   | Corporate Tax Planning                         | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/505   | Behavioral Finance                             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b>Specialization: International Business</b>             |                        |  |     |   |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/IB/501   | International Accounting                       | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/502   | International Marketing                        | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/503   | International Finance                          | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/504   | Cross Cultural & Global Management             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/505   | International Business Environment             | 500 | 4 |  |  | <b>4</b> | 30 | 70 | <b>100</b> |

| <b>Specialization: Agri-Business Management</b> |                        |   |     |   |  |  |                 |    |    |            |
|---|------------------------|---|-----|---|--|--|-----------------|----|----|------------|
| <b>DSC</b>                                      | MBA/DBA/3/DSC/AB M/501 | Agri-Business Environment and Policy      | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/502 | Agri-Supply Chain Management              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/503 | Food Technology and Processing Management | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/504 | Livestock Business Management             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB M/505 | Food Retail Management                    | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Total Credits</b>                            |                        |   |     |   |  |  | <b>4+20= 24</b> |    |    |            |

Students will have to opt Project Research Topic from the Specialization he/she want to opt in Final Year.

| <b>SEMESTER-IV</b>  |                   |  |     |    |   |  |           |    |    |            |
|---|-------------------|--|-----|----|---|--|-----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/4/SEC/551 | Business Ethics and Corporate Governance | 500 | 4  |   |  | <b>4</b>  | 30 | 70 | <b>100</b> |
| <b>Students will have to opt any one from the following</b> |                   |  |     |    |   |  |           |    |    |            |
| <b>PRW</b>  | MBA/DBA/3/PRW/551 | Research Project**                       |     | 20 |   |  | 20        |    |    | <b>500</b> |
| <b>OR</b>   |                   |  |     |    |   |  |           |    |    |            |
| <b>PRW</b>  | MBA/DBA/4/PRW/552 | In Company Research Project              |     | 20 |   |  | <b>20</b> |    |    | <b>500</b> |
|   |                   | Dissertation                             |     |    | 8 |  | <b>8</b>  |    |    | <b>200</b> |
|   |                   | Presentation & Viva Voce                 |     |    | 4 |  | <b>4</b>  |    |    | <b>100</b> |
|   |                   | Academic Guide Evaluation                |     |    | 8 |  | <b>8</b>  |    |    | <b>200</b> |
| <b>Total Credits</b>  |                   |  |     |    |   |  | <b>24</b> |    |    |            |

**Note:**

For In-Company research Project and for Research Project (Thesis/Project Work/Dissertation) Assessment Separate Guidelines are attached herewith.

\*\*The student should continue the research work in 4<sup>th</sup> semester based on the project work/synopsis which was submitted by him/her at the end of 3<sup>rd</sup> semester. The final thesis/project report will be evaluated by the internal and external examiners.

**Master of Business Administration**  
**(Dual Major with Research/ In-Company Research in Final Year)**

| Course Category          | Subject Code       | Nomenclature                                      | Level   | Credits |   |   |           | Marks      |      |       |     |
|--------------------------|--------------------|---|---|---------|---|---|-----------|------------|------|-------|-----|
|                          |                    |   |   | L       | T | P | Total     | Int.       | Ext. | Total |     |
| <b><u>SEMESTER-I</u></b> |                    |   |   |         |   |   |           |            |      |       |     |
| DSC                      | MBA/DBA/1/DSC/401  | Management Processes and Organizational Behaviour | 400   | 4       |   |   | 4         | 30         | 70   | 100   |     |
|                          | DDM/DBA/1/DSC/401  |   |   |         |   |   |           |            |      |       |     |
|                          | BBA/MD/H/7/DSC/401 |   |   |         |   |   |           |            |      |       |     |
|                          | DSC                | MBA/DBA/1/DSC/402                                 | Accounting for Managerial Decisions             | 400     | 4 |   |           | 4          | 30   | 70    | 100 |
|                          |                    | BBA/MD/H/7/DSC/402                                |   |         |   |   |           |            |      |       |     |
|                          | DSC                | MBA/DBA/1/DSC/403                                 | Managerial Economics                            | 400     | 4 |   |           | 4          | 30   | 70    | 100 |
|                          |                    | BBA/MD/H/7/DSC/403                                |   |         |   |   |           |            |      |       |     |
|                          | DSC                | MBA/DBA/1/DSC/404                                 | Communications Skills & Artificial Intelligence | 400     | 4 |   |           | 4          | 30   | 70    | 100 |
|                          |                    | BBA/MD/H/7/DSC/404                                |   |         |   |   |           |            |      |       |     |
| DSC                      | MBA/DBA/1/DSC/405  | Personality Development                           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |     |
|                          | BBA/MD/H/7/DSC/405 |   |   |         |   |   |           |            |      |       |     |
| SEC                      | MBA/DBA/1/SEC/401  | Corporate Environment and Dynamics                | 400   | 4       |   |   | 4         | 30         | 70   | 100   |     |
|                          | BBA/MD/H/7/MIC/401 |   |   |         |   |   |           |            |      |       |     |
| <b>Total</b>             |                    |   |   |         |   |   | <b>24</b> | <b>600</b> |      |       |     |

| <b><u>SEMESTER-I (Bridge Courses) *</u></b> |                 |                            |     |  |  |  |  |    |    |     |
|---|-----------------|----------------------------|-----|--|--|--|--|----|----|-----|
| BDC   | MBA/DBA/BDC/411 | Fundamentals of Management | 400 |  |  |  |  | 30 | 70 | 100 |
|   | MBA/DBA/BDC/412 | Professional Communication | 400 |  |  |  |  | 30 | 70 | 100 |

\*These are Non-Credit Courses. Students will have to qualify these Courses only when they have not Business Administration Degree at UG Level. Bridge Level Courses shall be irrespective of total credit in Programme; However, result of passing the bridge course shall be reflected in the DMC.

| Course Category           | Subject Code       | Nomenclature                 | Level                | Credits |   |   |           | Marks      |      |       |     |
|---------------------------|--------------------|------------------------------|----------------------|---------|---|---|-----------|------------|------|-------|-----|
|                           |                    |                              |                      | L       | T | P | Total     | Int.       | Ext. | Total |     |
| <b><u>SEMESTER-II</u></b> |                    |                              |                      |         |   |   |           |            |      |       |     |
| DSC                       | MBA/DBA/2/DSC/451  | Entrepreneurship Development | 400                  | 4       |   |   | 4         | 30         | 70   | 100   |     |
|                           | BBA/MD/H/8/DSC/451 |                              |                      |         |   |   |           |            |      |       |     |
|                           | DSC                | MBA/DBA/2/DSC/452            | Research Methodology | 400     | 4 |   |           | 4          | 30   | 70    | 100 |
|                           |                    | BBA/MD/H/8/DSC/452           |                      |         |   |   |           |            |      |       |     |
| SEC                       | MBA/DBA/2/SEC/451  | Event Management             | 400                  | 4       |   |   | 4         | 30         | 70   | 100   |     |
|                           | BBA/MD/H/8/MIC/451 |                              |                      |         |   |   |           |            |      |       |     |
| <b>Sub-Total</b>          |                    |                              |                      |         |   |   | <b>12</b> | <b>300</b> |      |       |     |

*Signature*

Students will have to opt any one from the following groups.

| Course Category  | Subject Code             | Nomenclature                           | Level | Credits |   |   |           | Marks      |      |       |
|--|--------------------------|--|-------|---------|---|---|-----------|------------|------|-------|
|  |                          |  |       | L       | T | P | Total     | Int.       | Ext. | Total |
| <b>Group-A**</b>   |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/453        | Digital Marketing                      | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | DDM/DBA/1/DSC/405        |  |       |         |   |   |           |            |      |       |
|  | BBA/MD/H/8/DSC/453       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/454        | Labour Laws in India                   | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/454       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
| BBA/MD/H/8/DSC/455   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Group-B</b>   |                          |  |       |         |   |   |           |            |      |       |
| <b>Students will have to opt Any Three from following:</b> |                          |  |       |         |   |   |           |            |      |       |
| DSC  | MBA/DBA/2/DSC/455        | Business Financial Decisions           | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/455       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/456        | Contemporary Marketing                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/456       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/457        | Contemporary Human Resource Management | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/457       |  |       |         |   |   |           |            |      |       |
|  | MBA/DBA/2/DSC/458        | International Business                 | 400   | 4       |   |   | 4         | 30         | 70   | 100   |
|  | BBA/MD/H/8/DSC/458       |  |       |         |   |   |           |            |      |       |
| MBA/DBA/2/DSC/459  | Agri-Business Management | 400                                    | 4     |         |   | 4 | 30        | 70         | 100  |       |
| BBA/MD/H/8/DSC/459   |                          |  |       |         |   |   |           |            |      |       |
| <b>Sub-Total</b>   |                          |  |       |         |   |   | <b>12</b> | <b>300</b> |      |       |
| <b>Total</b>   |                          |  |       |         |   |   | <b>24</b> | <b>600</b> |      |       |

\*\*Students only having UG in Business Administration (BBA) can opt Group-A.

Students who exit after first year on completion of 48 credits will be awarded with PG Diploma in Business Administration.

**Summer Training:** At the end of second semester, all the students shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report. Students will have to opt Project Research Topic from the Specialization he/she want to opt in Final Year.

| <b>SEMESTER-III</b> |                   |                        |  |    |  |  |          |    |    |            |
|---------------------|-------------------|------------------------|--|----|--|--|----------|----|----|------------|
| <b>SEC</b>          | MBA/DBA/3/INT/501 | Summer Training Report |  | 4  |  |  | <b>4</b> | 50 | 50 | <b>100</b> |
| <b>PRW</b>          | MBA/DBA/3/PRW/501 | Research Project*      |  | 20 |  |  | 20       |    |    | <b>500</b> |

| <b>SEMESTER-IV</b>                                   |                   |  |     |    |   |  |           |           |    |            |
|--|-------------------|--|-----|----|---|--|-----------|-----------|----|------------|
| <b>SEC</b>   | MBA/DBA/4/SEC/551 | Business Ethics and Corporate Governance | 500 | 4  |   |  | <b>4</b>  | 30        | 70 | <b>100</b> |
| Students will have to opt any one from the following |                   |  |     |    |   |  |           |           |    |            |
| <b>PRW</b>   | MBA/DBA/3/PRW/551 | Research Project**                       |     | 20 |   |  | 20        |           |    | <b>500</b> |
| <b>OR</b>  |                   |  |     |    |   |  |           |           |    |            |
| <b>PRW</b>   | MBA/DBA/4/PRW/552 | In Company Research Project              |     | 20 |   |  | <b>20</b> |           |    | <b>500</b> |
|  |                   | Dissertation                             |     |    | 8 |  | <b>8</b>  |           |    | <b>200</b> |
|  |                   | Presentation & Viva Voce                 |     |    | 4 |  | <b>4</b>  |           |    | <b>100</b> |
|  |                   | Academic Guide Evaluation                |     |    | 8 |  | <b>8</b>  |           |    | <b>200</b> |
| <b>Total Credits</b>                                 |                   |  |     |    |   |  |           | <b>24</b> |    |            |

**Note:**

For Summer Training Report, In-Company Research Project and for Research Project (Thesis/Project Work/Dissertation) Assessment Separate Guidelines are attached herewith.

\*The students should submit a project report/synopsis of at least 50 pages comprising of Literature survey, identification of Research Problem, Plan of Work, methodology as well as practical work (if any) at the end of 3<sup>rd</sup> semester and the same will be evaluated by internal and external examiners.

\*\*The student should continue the research work in 4<sup>th</sup> semester based on the project work/synopsis which was submitted by him/her at the end of 3<sup>rd</sup> semester. The final thesis/project report will be evaluated by the internal and external examiners.



**Master of Business Administration  
(One Year Dual Major)**

**Summer Training:** At the end of eighth semester of the UG Programme, the students (wants to admission in MBA one year) shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study before taking admission. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report. If the student is unable to do so, he/she will have to opt Case Study Project under the Guidance of a teacher duly recommended by Chairperson/ Director/ Principal of UTD/ Institution.

| <b><u>SEMESTER-I (Bridge Courses) *</u></b> |                 |                            |     |  |  |  |  |    |    |            |
|---|-----------------|----------------------------|-----|--|--|--|--|----|----|------------|
|   | MBA/DBA/BDC/411 | Fundamentals of Management | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/413 | Basics of Accounting       | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/414 | Marketing Management       | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/415 | Human Resource Management  | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/416 | Finance Management         | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/417 | Agri-Business Management   | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|   | MBA/DBA/BDC/418 | International Business     | 400 |  |  |  |  | 30 | 70 | <b>100</b> |

\*These are Non-Credit Courses. Students will have to qualify these Courses only when they have not Business Administration Degree at UG Level. Bridge Level Courses shall be irrespective of total credit in Programme; However, result of passing the bridge course shall be reflected in the DMC.

Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

| <b><u>SEMESTER-I (Semester III of 2 Year MBA Programme)</u></b> |                        |  |     |   |  |  |  |          |    |    |            |
|---|------------------------|--|-----|---|--|--|--|----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/3/INT/501      | Summer Training Report                     |     | 4 |  |  |  | <b>4</b> | 50 | 50 | <b>100</b> |
|   | MBA/DBA/3/INT/502      | Case Study Project                         |     |   |  |  |  |          |    |    |            |
| <b>Students will have to opt any one of the following</b>       |                        |  |     |   |  |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/501      | Business Policy and Strategic Management   | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/502      | Business Laws                              | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/503      | Operations Research                        | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
| <b><u>Specialization: Human Resource Management</u></b>         |                        |  |     |   |  |  |  |          |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/HR M/501 | Management of Industrial Relations         | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/502 | Performance Management                     | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/503 | Compensation Management                    | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/504 | Managing Interpersonal and Group Processes | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/505 | Labour Laws in India                       | 500 | 4 |  |  |  | <b>4</b> | 30 | 70 | <b>100</b> |

*Signature*

| <b>Specialization: Marketing Management</b>               |                      |  |     |   |  |  |                 |    |    |            |
|---|----------------------|--|-----|---|--|--|-----------------|----|----|------------|
| <b>DSC</b>  | MBA/DBA/3/DSC/M/501  | Integrated Marketing Communication             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/502  | Consumer Behaviour                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/503  | Service Marketing                              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/504  | Marketing Research                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/505  | Brand Management                               | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>                 |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/FM/501 | Security Analysis                              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/502 | Management of Banking & Financial Institutions | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/503 | Project Management                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/504 | Corporate Tax Planning                         | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/505 | Behavioral Finance                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: International Business</b>             |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/IB/501 | International Accounting                       | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/502 | International Marketing                        | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/503 | International Finance                          | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/504 | Cross Cultural & Global Management             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/505 | International Business Environment             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: Agri-Business Management</b>           |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/AB/501 | Agri-Business Environment and Policy           | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/502 | Agri-Supply Chain Management                   | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/503 | Food Technology and Processing Management      | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/504 | Livestock Business Management                  | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/505 | Food Retail Management                         | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Total Credits</b>                                      |                      |  |     |   |  |  | <b>4+20= 24</b> |    |    |            |
| <b>SEMESTER-II (Semester IV of 2 Year MBA Programme)</b>  |                      |  |     |   |  |  |                 |    |    |            |
| <b>SEC</b>  | MBA/DBA/4/SEC/551    | Business Ethics and Corporate Governance       | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Students will have to opt any one of the following</b> |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>  | MBA/DBA/4/DSC/551    | Total Quality Management                       | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/552    | Productions and Operations Management          | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/4/DSC/553    | Business Analytics                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |

| <b>Specialization: Human Resource Management</b> |                        |   |     |   |  |  |   |                 |    |            |
|--|------------------------|---|-----|---|--|--|---|-----------------|----|------------|
| <b>DSC</b>                                       | MBA/DBA/4/DSC/HR M/551 | Training and Development                          | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/HR M/552 | Global Human Resource Management                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/HR M/553 | Organizational Change and Intervention Strategies | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/HR M/554 | Strategic Human Resource Management               | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/HR M/555 | Artificial Intelligence and HRM                   | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
| <b>Specialization: Marketing Management</b>      |                        |   |     |   |  |  |   |                 |    |            |
| <b>DSC</b>                                       | MBA/DBA/4/DSC/M M/551  | Industrial Marketing                              | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/M M/552  | Social Media Marketing                            | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/M M/553  | Sales and Distribution Management                 | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/M M/554  | Retail Marketing                                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/M M/555  | Rural Marketing                                   | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>        |                        |   |     |   |  |  |   |                 |    |            |
| <b>DSC</b>                                       | MBA/DBA/4/DSC/FM/551   | Financial Derivatives                             | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/FM/552   | Management of Financial Services                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/FM/553   | Portfolio Management                              | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/FM/554   | Corporate Restructuring                           | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/FM/555   | Funds Management                                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
| <b>Specialization: International Business</b>    |                        |   |     |   |  |  |   |                 |    |            |
| <b>DSC</b>                                       | MBA/DBA/4/DSC/IB/551   | Foreign Exchange Management                       | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/IB/552   | Global Strategic Management                       | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/IB/553   | Risk Management in International Business         | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/IB/554   | Export Import Measures and Regulations            | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/IB/555   | Multinational Banking                             | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
| <b>Specialization: Agri-Business Management</b>  |                        |   |     |   |  |  |   |                 |    |            |
| <b>DSC</b>                                       | MBA/DBA/4/DSC/AB M/551 | Agri-Business Entrepreneurship                    | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/AB M/552 | Dairy Products Management                         | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/AB M/553 | Agriculture & Post Harvesting Management          | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/AB M/554 | Horticulture Business Management                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
|  | MBA/DBA/4/DSC/AB M/555 | Management of Agriculture Inputs                  | 500 | 4 |  |  | 4 | 30              | 70 | <b>100</b> |
| <b>Total Credits</b>                             |                        |   |     |   |  |  |   | <b>4+20= 24</b> |    |            |

**Master of Business Administration**  
**(One Year Dual Major with Research/ In-Company Research in 4<sup>th</sup> Semester)**

**Summer Training:** At the end of eighth semester of the UG Programme, all the students shall have to undergo Summer Training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department. Each student will be required to submit a summer training report to the department for the work undertaken up to 30th November of the concerned year for evaluation in the third semester. Internal evaluation of 50 marks will be based on seminar presentation before the committee constituted by the Chairperson/ Director/ Principal and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

If the student is unable to do so, he/she will have to opt Case Study Project under the Guidance of a teacher duly recommended by Chairperson/ Director/ Principal of UTD/ Institution.

| <b>SEMESTER-I (Bridge Courses)*</b> |                 |                            |     |  |  |  |  |    |    |            |
|-------------------------------------|-----------------|----------------------------|-----|--|--|--|--|----|----|------------|
|                                     | MBA/DBA/BDC/411 | Fundamentals of Management | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/413 | Basics of Accounting       | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/414 | Marketing Management       | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/415 | Human Resource Management  | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/416 | Finance Management         | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/417 | Agri-Business Management   | 400 |  |  |  |  | 30 | 70 | <b>100</b> |
|                                     | MBA/DBA/BDC/418 | International Business     | 400 |  |  |  |  | 30 | 70 | <b>100</b> |

\*These are Non-Credit Courses. Students will have to qualify these Courses only when they have not Business Administration Degree at UG Level. Bridge Level Courses shall be irrespective of total credit in Programme; However, result of passing the bridge course shall be reflected in the DMC.

Students will have to opt 2 Major Disciplines for opting Dual Major Specialization and 2 Courses from each Group.

| <b>SEMESTER-I (Semester III of 2 Year MBA Programme)</b>  |                        |  |     |   |  |  |  |   |    |    |            |
|---|------------------------|--|-----|---|--|--|--|---|----|----|------------|
| <b>SEC</b>  | MBA/DBA/3/INT/501      | Summer Training Report                     |     | 4 |  |  |  | 4 | 50 | 50 | <b>100</b> |
|   | MBA/DBA/3/INT/502      | Case Study Project                         |     |   |  |  |  |   |    |    |            |
| <b>Students will have to opt any one of the following</b> |                        |  |     |   |  |  |  |   |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/501      | Business Policy and Strategic Management   | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/502      | Business Laws                              | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/503      | Operations Research                        | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
| <b>Specialization: Human Resource Management</b>          |                        |  |     |   |  |  |  |   |    |    |            |
| <b>DSC</b>  | MBA/DBA/3/DSC/HR M/501 | Management of Industrial Relations         | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/502 | Performance Management                     | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/503 | Compensation Management                    | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/504 | Managing Interpersonal and Group Processes | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/HR M/505 | Labour Laws in India                       | 500 | 4 |  |  |  | 4 | 30 | 70 | <b>100</b> |

*Signature*

| <b>Specialization: Marketing Management</b>     |                      |  |     |   |  |  |                 |    |    |            |
|---|----------------------|--|-----|---|--|--|-----------------|----|----|------------|
| <b>DSC</b>                                      | MBA/DBA/3/DSC/M/501  | Integrated Marketing Communication             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/502  | Consumer Behaviour                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/503  | Service Marketing                              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/504  | Marketing Research                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/M/505  | Brand Management                               | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: Finance Management</b>       |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>                                      | MBA/DBA/3/DSC/FM/501 | Security Analysis                              | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/502 | Management of Banking & Financial Institutions | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/503 | Project Management                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/504 | Corporate Tax Planning                         | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/FM/505 | Behavioral Finance                             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: International Business</b>   |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>                                      | MBA/DBA/3/DSC/IB/501 | International Accounting                       | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/502 | International Marketing                        | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/503 | International Finance                          | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/504 | Cross Cultural & Global Management             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/IB/505 | International Business Environment             | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Specialization: Agri-Business Management</b> |                      |  |     |   |  |  |                 |    |    |            |
| <b>DSC</b>                                      | MBA/DBA/3/DSC/AB/501 | Agri-Business Environment and Policy           | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/502 | Agri-Supply Chain Management                   | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/503 | Food Technology and Processing Management      | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/504 | Livestock Business Management                  | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
|   | MBA/DBA/3/DSC/AB/505 | Food Retail Management                         | 500 | 4 |  |  | <b>4</b>        | 30 | 70 | <b>100</b> |
| <b>Total Credits</b>                            |                      |  |     |   |  |  | <b>4+20= 24</b> |    |    |            |

| <b>SEMESTER-II (Semester IV of 2 Year MBA Programme)</b>    |                   |  |     |    |   |  |           |    |    |            |
|---|-------------------|--|-----|----|---|--|-----------|----|----|------------|
| <b>SEC</b>  | MBA/DBA/4/SEC/551 | Business Ethics and Corporate Governance | 500 | 4  |   |  | <b>4</b>  | 30 | 70 | <b>100</b> |
| <b>Students will have to opt any one from the following</b> |                   |  |     |    |   |  |           |    |    |            |
| <b>PRW</b>  | MBA/DBA/3/PRW/551 | Research Project**                       |     | 20 |   |  | 20        |    |    | <b>500</b> |
| <b>OR</b>   |                   |  |     |    |   |  |           |    |    |            |
| <b>PRW</b>  | MBA/DBA/4/PRW/552 | In Company Research Project              |     | 20 |   |  | <b>20</b> |    |    | <b>500</b> |
|   |                   | Dissertation                             |     |    | 8 |  | <b>8</b>  |    |    | <b>200</b> |
|   |                   | Presentation & Viva Voce                 |     |    | 4 |  | <b>4</b>  |    |    | <b>100</b> |
|   |                   | Academic Guide Evaluation                |     |    | 8 |  | <b>8</b>  |    |    | <b>200</b> |
| <b>Total Credits</b>  |                   |  |     |    |   |  |           |    |    | <b>24</b>  |

\*\*The student should continue the research work in 4<sup>th</sup> semester based on the project work/synopsis which was submitted by him/her at the end of 3<sup>rd</sup> semester. The final thesis/project report will be evaluated by the internal and external examiners.

### **Instructions for In-Company-Project-Work:**

The following instructions will be followed:

- 1) If any student gets placement offer, through on-campus placement drive or off-campus, from any public or private sector organization during 4th semester and willing to join immediately, he or she may opt for In-Company-Project-Work for which detailed guidelines will be notified separately, from time to time, after taking necessary approval of competent authority of the University. The student is bound to inform and submit offer letter (issued by organization where he or she wants to join) in the office of Chairperson (in case of Department of Business Administration and in office of Director/ Principal in case of affiliated institutes) within 15 days of completion of 3<sup>rd</sup> Semester Examination.
- 2) However, such In-Company-Project-Work will be jointly supervised by the Academic Guide (to be nominated by Chairperson in case of Department of Business Administration and Director/ Principal in case of affiliated institutes) and Industry Guide (to be appointed by the competent authority of the concerned organization, who has offered appointment letter to the student and the organization requires to join immediately). The Academic Guide will get two hours per week credit per student maximum up to ten credits in his or her teaching workload during the semester.
- 3) Student can opt SEC from MOOC to be offered by University as per University guidelines.



**MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**  
**(MBA/DBA/1/DSC/401)**  
**(DDM/DBA/1/DSC/401)**  
**(BBA/MD/H/7/DSC/401)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall the concepts of management process and different required managerial skills.

**CO2:** Analyse the different managerial functions in organisation.

**CO3:** Analyse the behaviour of individuals and groups in organizations understand the implications of organizational behaviour on the process of management.

**CO4:** Explain the organizational culture and describe group processes, Conflict and Stress Management.

**Course Contents:**

**Unit 1** Introduction to Management; Evolution of Management Thoughts; School of Management Thoughts, Approaches to Management; Managerial skills; Managerial functions; Social Responsibility of managers and business; Challenges before modern managers.

**Unit 2** Managerial functions: Planning, Decision Making, Management by Objectives; Organizing, Organizational Design, Organizational Structure, Authority and Responsibility, Power, Decentralization; Staffing; Directing, Leading, Motivating, communicating; Controlling; Co-ordinating.

**Unit 3** Organizational Behavior: concepts, determinants, challenges and opportunities, contributing disciplines to the OB; Organizational culture and climate, Impact of organizational structure on OB; Understanding and managing individual behavior: Personality; Perception; Values; Attitudes; Learning.

**Unit 4** Understanding and Managing Group Processes: Interpersonal and Group Dynamics; Understanding Self: Transactional Analysis; Applications of Emotional Intelligence in organizations; Conflict Management; Stress Management.

**Suggested Readings:**

- Robbins, Judge and Vohra, Organizational Behaviour, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, Management, Pearson Education, New Delhi.
- Hellriegel, D., Jackson, S. E., & Slocum, J. W., Management: A Competency-Based Approach, Cengage Learning.
- Jones, G. R., & George, J. M., Contemporary Management, McGraw-Hill Education.
- Koontz, H., Weihrich, H., & Cannice, M. V., Management: A Global and Entrepreneurial Perspective, McGraw-Hill Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**ACCOUNTING FOR MANAGERIAL DECISIONS**  
**(MBA/DBA/1/DSC/402)**  
**(BBA/MD/H/7/DSC/402)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

**Course Outcomes:**

After completing the course, students would be able to:

- CO1:** Understand, describe and apply accounting concepts, principles, techniques and conventions for their routine monetary transaction which are associated with decision making.
- CO2:** Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures and to differentiate between various types of accounting practices being followed within the organization.
- CO3:** Create and prepare financial statements in accordance with Generally Accepted Accounting Principles, which recognize the usefulness of costing to manager and its applications in the business.
- CO4:** Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements. And appraise the performance of organizations with the help of financial statements presented at the end of the year.

**Course Contents:**

**Unit 1** Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Accounting process: Journal, Ledger and Trial Balance, Depreciation accounting and policy, Preparation of Final Accounts of Joint-stock Companies, Understanding and Analyzing Published Financial Statements of Companies.

**Unit 2** Cost Accounting: Nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost sheet. Budgeting: Types of budgets and their preparation.

**Unit 3** Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting; Financial analysis: Ratio analysis, Cash Flow Statement.

**Unit 4** Marginal costing: CVP analysis, break-even analysis, Practical Applications of Marginal Costing; An overview of Standard Costing.

**Suggested Readings:**

- Bhattacharya S. K. and Dearden J., Accounting for Management - Text and Cases, Vikas Publishing House, New Delhi.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C., Advanced Accounts, S. Chand Publishing.
- Sehgal, A., Advanced Accounting, Taxmann Publications.
- Gaur, Arti and Verma, Sanju, Accounting and Financial Terminology, Amazon Kindle E-Book, 1<sup>st</sup> Edition, 2023.
- Mukherjee, S. P., & Hanif, M., Corporate Accounting, McGraw Hill Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGERIAL ECONOMICS**  
**(MBA/DBA/1/DSC/403)**  
**(BBA/MD/H/7/DSC/403)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with the concepts and techniques used in micro-economic theory and to enable them to apply this knowledge in business decision making.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Define the basic elements of managerial economic aspects of firm.

**CO2:** Explain different theories of managerial economics and forecast demand for a product.

**CO3:** Know what to produce, where to, when to, how to, for whom to produce.

**CO4:** Frame policy for production to minimize the cost and maximum the profit.

**Course Contents:**

**Unit 1** Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

**Unit 2** Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Production function: Short term and long run production function, law of variable proportion and return to scale.

**Unit 3** Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

**Unit 4** Modern theories of firm: Baumol's theory of sales maximization, Managerial Theory, Behavioral Theory; National Income: Concept and Measurement.

**Suggested Readings:**

- Dwivedi, D.N., Managerial Economics, Vikas Publication, New Delhi.
- Mithani, D. M., Managerial Economics: Theory and Applications, Himalaya Publishing House.
- Gupta, G. S., Managerial Economics, McGraw-Hill Education.
- Salvatore, D., Managerial Economics in a Global Economy, Oxford University Press.
- Png, I., Managerial Economics, Routledge.
- Hirschey, M., Fundamentals of Managerial Economics, Cengage Learning.
- Keat, P. G., Young, P. K., & Erfle, S. E., Managerial Economics: Economic Tools for Today's Decision Makers, Pearson.
- Thomas, C. R., & Maurice, S. C., Managerial Economics: Foundations of Business Analysis and Strategy, McGraw-Hill Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**COMMUNICATION SKILLS AND ARTIFICIAL INTELLIGENCE**  
**(MBA/DBA/1/DSC/404)**  
**(BBA/MD/H/7/DSC/404)**

**Course Credits: 4**

**External Marks: 70**

**Internal Marks: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** This course aims to develop students' core communication skills and introduce them to the use of Artificial Intelligence tools to enhance business and professional communication, preparing them to communicate effectively and ethically in AI-enabled workplaces.

**Course Outcomes:** After completing this course, students will be able to:

**CO1.** Explain the basics of effective communication in a business environment.

**CO2.** Understand how AI tools are transforming business and professional communication.

**CO3.** Use AI tools to improve writing, speaking, and listening skills.

**CO4.** Evaluate the benefits and limitations of AI in communication.

**Course Contents:**

**Unit-1.** Fundamentals of Communication: Meaning, nature, and importance of communication in business, Process of communication: Elements and types, Verbal and non-verbal communication, Barriers to effective communication and ways to overcome them, Listening skills and their importance in the digital age.

**Unit-2.** Introduction to AI tools in communication: Chat bots, virtual assistants, voice recognition, AI-driven email writing, smart replies, and auto-translation Use of AI in customer support and service communication, Virtual meetings, AI note-taking, and transcription tools.

**Unit-3.** Enhancing written communication with AI tools (e.g., grammar checkers, content assistants), AI-based language learning apps and tools, AI for improving presentation and public speaking skills (e.g., speech coaches, virtual practice tools), Using AI for cross-cultural communication (translation and sentiment analysis).

**Unit-4.** Ethics of using AI tools in communication. AI's role in social media communication and branding, Challenges: Trust, privacy, and bias in AI-mediated communication.

**Suggested Readings:**

- Chaturvedi, P. D. & Chaturvedi, M. – Business Communication: Concepts, Cases and Applications, Pearson, New Delhi.
- Lesikar, R. V., Pettit, J. D. & Flatley, M. E. – Basic Business Communication: Skills for Empowering the Internet Generation, McGraw Hill, New Delhi.
- Eubanks, B. – Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce, Kogan Page, London.
- Marr, B. – Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems, Wiley, UK.
- Flores, R. – Artificial Intelligence and Communication: A Practical Guide to AI-Powered Communication Tools, Springer, Switzerland.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**PERSONALITY DEVELOPMENT**  
**(MBA/DBA/1/DSC/405)**  
**(BBA/MD/H/7/DSC/405)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills and etiquettes to help them in developing their overall personality.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Analyse the basics of Personality.

**CO2:** Innovate Leadership skills.

**CO3:** Resume writing, Interview skills, Group discussion.

**CO4:** Analyse Stress management, Time management, Conflict Management.

**Course Contents:**

**Unit 1** Personality: Basics of Personality, Analyzing Strengths and Weakness; Developing a pleasing personality; Building Self-Confidence and Team Building.

**Unit 2** Leadership Skills, making positive attitude a way of life, building blocks of success; Positive Thinking and Character Building.

**Unit 3** Preparation for Self-Introduction, Sense of Dressing, Body Language, Group Discussion skills, etiquettes and manners.

**Unit 4** Resume Writing, Interview Skills, Stress Management, Time Management, Change Management, Conflict Management, Boss Management, Dealing with difficult people.

**Suggested Readings:**

- Brown, David, Dealing with Difficult People, Harper Collins Publishers, London
- Kahnean, Daniel et. al, On Making Smart Decisions, Harvard Business School Publishing Corporation Ltd., Boston
- Manser, Martin, Time Management, Harper Collins Publishers, London
- Narula, S. S., Personality Development and Communication Skills, Taxmann Publications Pvt. Ltd., New Delhi
- Slater, Rus, Getting Things Done, Harper Collins Publishers, London
- Sukhija, Sunita, Personality Development, Indu Book Servies, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CORPORATE ENVIRONMENT AND DYNAMICS**  
**(MBA/DBA/1/SEC/401)**  
**(BBA/MD/H/7/MIC/401)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with the nature and changing dimensions of business environment in India.

**Course Outcomes:**

After completing the course, students would be able to:

- CO1:** Define and trace all the indicators of micro and macro environment affecting business organizations and understand relationship between environment and business and applying the environmental analysis techniques in practice.
- CO2:** Understand Economic, Socio-Cultural and Technological Environment and identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations
- CO3:** Evaluate state policies, Economic legislations and Economic reforms laid by the government
- CO4:** Distinguish and examine the necessary techniques and skills that help them in handling the organization's global and national issues efficiently.

**Course Contents:**

**Unit 1** Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

**Unit 2** Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

**Unit 3** Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

**Unit 4** Legislations for Social Responsibilities- Consumer Protection Act, 1986 and its Amendments; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

**Suggested Readings:**

- Aswathappa, K., Essentials of Business Environment, Himalaya Publishing House, New Delhi.
- Bedi, Suresh, Business Environment, Excel Books, New Delhi.
- Biswanath, Ghosh, Economic Environment and Business, Vikas Publishing House, New Delhi.
- Cherunilam, Francis, Business Environment, Himalaya Publishing House, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**ENTREPRENEURSHIP DEVELOPMENT**  
**(MBA/DBA/2/DSC/451)**  
**(BBA/MD/H/8/DSC/451)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Acquire the knowledge to conduct project planning activities that accurately forecast project costs, timelines & quality.

**CO2:** Develop a strong working knowledge of ethics & professional responsibility.

**CO3:** Capable to demonstrate effective organizational leadership & change skills for managing projects, project teams & stakeholders.

**CO4:** Proficient to recognize & seize diverse opportunities for financial gain.

**Course Contents:**

**Unit 1** Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

**Unit 2** Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

**Unit 3** Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

**Unit 4** Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

**Suggested Readings:**

- Allen, K. R., & Meyer, M. H., Entrepreneurship for Scientists and Engineers, Pearson.
- Gaur, Arti and Bansal Niharika, Entrepreneurship Development- A Through Manual to evolving base of entrepreneurship, Indu Book Services, New Delhi.
- Gupta S. L. and Mittal Arun, "Entrepreneurship Development", International Book House, New Delhi.
- Gupta, V. K., & Batra, S., Entrepreneurship Development in India: Text and Cases, PHI Learning Pvt. Ltd.
- Morris, M. H., Kuratko, D. F., & Covin, J. G., Corporate Entrepreneurship & Innovation, Cengage Learning.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**RESEARCH METHODOLOGY**  
**(MBA/DBA/2/DSC/452)**  
**(BBA/MD/H/8/DSC/452)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with concepts and basics of research methodology.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Acquire knowledge on various kinds of research questions and research designs.

**CO2:** Distinguish between qualitative, quantitative and mixed methods of research relate ethical and philosophical considerations

**CO3:** Design a good quantitative purpose statement and good quantitative research

**CO4:** Understand good practices in conducting a qualitative interview and observation.

**Course Contents:**

**Unit 1** Introduction to Research Methodology: Research-Meaning, Nature, Scope Objectives and Types; Steps in Research Process; Hypothesis: Qualities of Good Hypothesis, Null and Alternative Hypothesis; Scientific Method of Research, Importance of Research, Problems in conducting Research.

**Unit 2** Research Design: Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments and Test Markets.

**Unit 3** Sources of Data: Primary and Secondary Sources of Data Collection; Sampling: Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors; Scaling and Measurement Techniques (brief outline only); Data Editing, Coding and Tabulation.

**Unit 4** Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity, Analysis and Interpretation of Data, Statistical Inference: Hypothesis testing: One sample, Two samples, Two tailed, ANOVA and Chi square tests.; Business Research Reports: Format and Criterion for judgment of good research report.

**Suggested Readings:**

- Malhotra, Naresh K., Marketing Research in Applied Orientation, Pearson, New Delhi.
- Shekharan & Uma, Business Research Methods-A Skill- Building Approach, John Willy, New York.
- Kothari, C. R., Research Methodology
- Sekaran Uma, Research Methods for Business, Wiley.
- Kumar, Ranjit, Research Methodology, Pearson Education
- Malhotra, Naresh and Dash, S., Marketing Research, Pearson Prentice Hall.
- Sinha, S.C. and Dhiman, A.K., Research Methodology, Ess Ess Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**EVENT MANAGEMENT**  
**(MBA/DBA/2/SEC/451)**  
**(BBA/MD/H/8/MIC/451)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to make the students familiar with techniques and skills required for successful organisation of special events.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Event Management.

**CO2:** Analyse the concept of Leadership.

**CO3:** Assess Marketing Tools for Event.

**CO4:** Explain Media Tools and different Evaluations for Events.

**Course Contents:**

**Unit 1** Principles of Event Management; Types of events: Sports, Rallies, Wedding, Festivals, Educational and Corporate events; Developing mission, establishing objectives, Preparing event proposal.

**Unit 2** Leadership Traits and characteristics, Crowd management, Major risks and emergency planning; Event Budget; Different types of sponsorships, Strategic development and Implementation.

**Unit 3** Purpose, Venue, Timing, Guest list, Invitations, Food & drink, Room dressing, Equipment, Protocols, Dress codes, Staging, Guest of honor, Speakers, Media, Photographers, Podium, Exhibition.

**Unit 4** Marketing tools: Advertising and Promotions, Flyers, Posters, Newsletters, Blogs and Tweets; Media tools: Media invitations, Photo-calls, Press releases, Telecast, Radio interviews; Evaluation: Budget, cost of event, Return on investment, Media coverage, Attendance and Feedback.

**Suggested Readings:**

- Chaturvedi Ashutosh, Event Management: A Professional Approach, Global India Publications, New Delhi.
- Singh, R., Meeting Conference Association, Event and Destination Management, Kanishka Publishers.
- Singh, S. and Kaur, H., Event Management, Arihant Publications.
- Ghose Basha, Advertising & Media Mgt, VBH.
- Venkataramana, K., Event Management, SHBP.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**DIGITAL MARKETING**  
**(MBA/DBA/2/DSC/453)**  
**(DDM/DBA/1/DSC/405)**  
**(BBA/MD/H/8/DSC/453)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims to provide basic knowledge of Digital Marketing Concepts, to Enhance Skills as Digital Marketer and start a career in Digital Marketing.

**Course Outcomes:** After completing the course, students would be able to:

**CO1.** Define the concept of Digital Marketing and its various terms.

**CO2.** Explain the impact of digital technology on consumer behaviour.

**CO3.** Understand various Elements of Assessment and Marketing Mix of Digital Marketing.

**CO4.** Explain the Digital Marketing Communications Mix and Various steps involved in Digital Marketing Implementation.

**Course Contents:**

**Unit-1.** Introduction to Digital Marketing: Concept, Benefits, Evolution of Digital Marketing, Traditional Marketing vs. Digital Marketing, Digital Marketing Channels: types and business models. Digital Marketing Framework: ASCOR Digital Marketing Framework and its applications, Critical Success factors for digital Marketing.

**Unit-2.** The Consumer for Digital Marketing: Consumer Behavior on Internet, Impact of Digital Technology on Consumer Behavior, Attributes of Online buying Behavior, Influence of the Web Experience and Marketing Intelligence from user's Online Data. Managing Consumer demand: Understanding the consumer demands, Demand Led product Development Process.

**Unit-3.** Digital Marketing Assessment phase: The Assessment Phase Elements, Macro- Micro Environment Analysis, Marketing Situation Analysis, Internal Assessment and Planning of Objectives of Digital Marketing. Customer development Strategy (STP 2.0 framework), Digital Marketing Mix: Offering Mix, Digital Pricing Models, Channels of Purchase, Managing promotional channels, Developing the Extended Ps- People, Process, Programs and Performance.

**Unit-4.** Digital Marketing Communications Mix: Digital Marketing Planning Development, Digital marketing Communications Channels, Campaign Management: Elements of Digital Marketing Campaign Management, Implementing intent-based Campaign and brand-based Campaigns, Digital Marketing Execution Elements:

**Suggested Readings:**

- Bhatia Punit Singh, Fundamentals of Digital Marketing, Pearson Education, New Delhi,
- Gupta, S., Digital Marketing, McGraw Hill Education, New Delhi.
- Ahuja V. Digital Marketing. Oxford University Press, New Delhi.
- Satinder Kumar, Kaur Supreet, Digital Marketing, Taxmann Publication, New Delhi.
- Sood Gaurav, Digital Marketing and Advertising: Practical Approach and Industry Practice, Atlantic Publishers, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**LABOUR LAWS IN INDIA**  
**(MBA/DBA/2/DSC/454)**  
**(BBA/MD/H/8/DSC/454)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the various labour laws and related terminology.

**CO2:** Explain the importance of various labour legislations.

**CO3:** Apply the knowledge of labour laws in their working organizations

**CO4:** Distinguish the employee rights and obligations according to the legal environment.

**Course Contents:**

**Unit 1** Labour Legislation: Nature, Objectives, Need and Importance of Labour Legislations in India, Types of Labour Legislation, Principles, Indian Constitution and Labour Legislations.

**Unit 2** International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations. Regulative Legislations: Trade Union Act, Industrial Disputes Act and Factories Act.

**Unit 3** Wage Legislations: Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act and Payment of Bonus Act.

**Unit 4** Social Security Legislations: Workmen's Compensation Act, Employee State Insurance Act, The Employees' Provident Funds and Miscellaneous Provisions Act and Maternity Benefit Act, Payment of Gratuity Act.

**Suggested Readings:**

- Kapoor, N.D., Elements of Industrial Laws, Sultan Chand and Sons, New Delhi
- Singh, B.D., Labour Laws for Managers, Excel Books, New Delhi
- Padhi, P.K., Labour and Industrial Laws, Prentice Hall of India, New Delhi.
- Srivastava, S.C., Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
- Saravanavel, P., Industrial and Labour Laws, Galgotia Publications, New Delhi.
- Gupta, A., Labour Laws for Managers: A Comprehensive Guide to Indian Labour Laws, Universal Law Publishing.
- Padhi, P. K., Industrial Relations and Labour Laws, LexisNexis.
- Srivastava, R. M., Labour Laws in India, Universal Law Publishing.
- Puri, R. R., & Bakshi, P. M., Industrial Disputes Act, 1947: Law and Practice, LexisNexis.
- Chaturvedi, R. C., Labour and Industrial Laws, Allahabad Law Agency.
- Singh, B. P., Guide to Indian Labour Laws, Bharat Law House.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BUSINESS FINANCIAL DECISIONS**  
**(MBA/DBA/2/DSC/455)**  
**(BBA/MD/H/8/DSC/455)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Explain the role of financial management and take effective financial decisions.

**CO2:** Identify Time Value of Money.

**CO3:** Analyze the importance of Capital Structure, Dividend Policy, Capital Budgeting and various sources of finance.

**CO4:** Identify Financial Risk and undertake successful Mergers and Acquisitions.

**Course Contents:**

**Unit 1** Financial Management: Nature, Scope, Functions and Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Elements in Process. Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure.

**Unit 2** Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average and Marginal Cost of Capital. Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting.

**Unit 3** Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy and Dividend Models.

**Unit 4** Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Market and Capital Market, Stock Exchange in India.

**Suggested Readings:**

- Pandey, I. M., Financial Management, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., Financial Management, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi.
- Kishore, M., Financial Management, Taxmann Publications, New Delhi.
- Hone, Van, Financial Management and Policy, Prentice Hall of India, New Delhi.
- Damodaran, A., Investment valuation: Tools and techniques for determining the value of any asset, Wiley.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CONTEMPORARY MARKETING**  
**(MBA/DBA/2/DSC/456)**  
**(BBA/MD/H/8/DSC/456)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The structure of this course is to provide basic understanding of concepts, principles, tools and techniques of marketing and to provide knowledge about various developments in the marketing scenario in India.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall and describe the fundamental concepts related to marketing.

**CO2:** Describe the Consumer Behaviour, Market Segmentation, Targeting and Positioning.

**CO3:** Demonstrate an understanding of the Product Mix, Branding and Product Life Cycle used by the marketers.

**CO4:** Understand various Pricing Decisions and examine new and upcoming trends of marketing in the ever-dynamic business world.

**Course Contents:**

**Unit-1** Introduction to Marketing: Concept, Scope and Importance; Marketing Philosophies; Marketing Mix for goods and services. Marketing Environment: Need for Studying Marketing Environment; Micro Environment- Company, Suppliers, Marketing Intermediaries, customers, Competitors, Publics, Macro Environment: Demographic, Economic, Natural, Technological, Political-Legal and Socio-Cultural factors.

**Unit-2** Consumer Behaviour: Need for Studying Consumer Behaviour; Stages in Consumer Buying Decision Process, Factors influencing Consumer's buying decisions. Marketing Strategies: Market Segmentation-concept and bases of Segmenting consumer markets, Market Targeting, Product Positioning- concept and bases.

**Unit-3** Concept and classification; Product mix; Branding; Packaging; Labeling; Product Support Services; Product Life Cycle-concept and Marketing Strategies.

**Unit-4** Pricing Decisions: Objectives; Factors affecting price of a product; Pricing strategies for New products- Penetration Pricing and Skimming Pricing. Distribution Decisions: Channels of Distribution: types and functions; Wholesaling and Retailing; factors affecting the channels of distribution; Logistics Decisions. Developments in Marketing: Sustainable Marketing; Rural marketing, Social marketing; Digital marketing – an overview.

**Suggested Readings:**

- Kapoor, N., Principles of Marketing, PHI learning, New Delhi.
- Kotler, P., Armstrong, G., Agnihotri, P., Principles of Marketing, Pearson Education New Delhi.
- Kotler, P., Chernev, A., Keller, K. L., Marketing Management, Pearson Education, New Delhi.
- Levy, M., Grewal, D., Marketing, McGraw-Hill Education, New Delhi.
- Ramaswamy, N., Marketing Management, Sage Publishers, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CONTEMPORARY HUMAN RESOURCE MANAGEMENT**  
**(MBA/DBA/2/DSC/457)**  
**(BBA/MD/H/8/DSC/457)**

**Course Credits: 4**

**External Marks: 70**

**Internal Marks: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To equip students with knowledge and skills related to contemporary human resource management practices, enabling them to understand modern workforce dynamics, talent strategies, performance systems, and emerging trends in HRM.

**Course Outcomes:** After completing this course, students will be able to:

**CO1:** Understand the shift from traditional to contemporary HRM and current HR challenges.

**CO2:** Learn modern talent acquisition and development practices like upskilling, DEI, and EVP.

**CO3:** Apply strategies for performance management, employee engagement, and work-life balance.

**CO4:** Analyze new HR trends including digital tools, green HRM, ethics, and crisis management.

**Course Contents:**

**Unit-1** Introduction to Contemporary HRM: Meaning and importance of HRM, Traditional vs. Contemporary HRM, Role of HR in modern organizations, Changing nature of work and workforce, Challenges in today's HRM.

**Unit-2** Talent Acquisition and Development: Talent Acquisition in the Gig Economy, Training and Development through Upskilling and Reskilling, Career Management and Succession Planning, Diversity, Equity & Inclusion (DEI), Emotional Intelligence and Soft Skills, Employer Value Proposition (EVP), Gender Sensitization

**Unit-3** Performance and Employee Management: Performance Management Systems, Employee Engagement and Motivation, Flexible Work Arrangements (Work from Home, Hybrid), Managing Work-life Balance, Employee Grievance and Discipline

**Unit-4** New Trends in HRM: Role of Technology in HR (HRIS, AI, Digital Tools), Employee Health and Well-being, Green HRM and Sustainable HR practices, Ethical Issues in Contemporary HRM, HRM in Crisis Management (e.g., post-pandemic practices).

**Suggested Readings:**

- Aswathappa, K. – Human Resource Management, McGraw Hill, New Delhi
- Chhabra, T.N. – Human Resource Management, Dhanpat Rai Publishing, New Delhi
- Dessler, G. – Human Resource Management, Pearson Education, New Delhi
- Rao, V.S.P. – Human Resource Management, Excel Books, New Delhi
- Pande, S. – Human Resource Analytics, McGraw Hill, New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTERNATIONAL BUSINESS**  
**(MBA/DBA/2/DSC/458)**  
**(BBA/MD/H/8/DSC/458)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

**Course Outcomes:** Students will be able to:

**CO1:** Describe the different concepts and terms used in the literature of International Business.

**CO2:** Identify the importance of tariffs, theories, modes, foreign exchange market, international organization and strategies.

**CO3:** Illustrate and interpret the macroeconomic changes that affect the international business.

**CO4:** Examine the recent practices followed across functional areas of international business.

**Course Contents:**

**Unit-1** Concept & overview of International Business: meaning, nature, scope of international business, international business environment, drivers of international business, modes of international business, foreign market entry strategies, ethical and social responsibility in international business

**Unit-2** Component of balance of payment, an overview of international trade theories, Types of tariff and non-tariff barriers, Global e-business, Global multicultural management, SEZ in India and its advantage.

**Unit-3** Overview of international financial management, international marketing management, international Human resource management, International production management, issues and challenges & barriers of international business, global supply chain management

**Unit-4** Overview of MNC, IMF, WTO and functions of WTO, World Bank, UNCTAD, Country Risk Analysis, Motives for foreign collaboration. Impact of FDI/FII on home and host countries, Risk in international business.

**Suggested Readings:**

- Korth, Christopher M., International Business Environment and Management, Prentice Hall.
- Gaur, A., & Verma, S., International Business: Bridging The Gap Between nations, Amazon Kindle.
- Bhalla, V.K., International Business Environment and Management, Anmol Publications.
- Charles W.L. Hill, International Business, Tata MC Graw-Hill.
- V. Sharan, International Business, concept, environment and strategy, Pearson Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRI-BUSINESS MANAGEMENT**  
**(MBA/DBA/2/DSC/459)**  
**(BBA/MD/H/8/DSC/459)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with various aspects related to administration and working of Agri-Business.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Understand the basic concepts like Nature and scope of Agri-business, Importance of Agribusiness Management.

**CO2:** Understand difference between farm and non-farm sectors, demand for agri-products and its determining factors Supply of Agri-products and its determinants.

**CO3:** understand how different principles like value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises- Laws of returns measurement of agricultural cost.

**CO4:** Understand Marketing Mix for Agri Products.

**Course Contents:**

**Unit-1** Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems, Principles of farm management decisions.

**Unit-2** Principle of variable proportion and cost principle, Principle of factor substitution, Law of equi-marginal returns, opportunity cost principle.

**Unit-3** Tools of farm management and farm business analysis, Farm planning and budgeting, Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

**Unit-4** Management of farm resources – land, labor, capital, farm machinery, farm building, Risk and uncertainty in farming, Sources of uncertainty in farming, Management strategy to counteract uncertainty, Decision making process in farm business management under risks and uncertainty.

**Suggested Readings:**

- Heady, E. O and Jensen, H. Farm Management Economics. Prentice Hall.
- Johl, S. S and Kapoor, T. R. Fundamentals of Farm Business Management. Kalyani Publ.
- Kahlon, A. S and Singh, K. Economics of Farm Management in India. Allied Publ.
- Panda, S. C. Farm Management and Agricultural Marketing. Kalyani Publ.
- Dhondyal. S. P. Farm Management. Friends Publication.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
(MBA/DBA/3/DSC/501)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Outline the type of decisions taken at different levels of organisation.

**CO2.** Explain the process of strategic decision making in an organisation.

**CO3.** Apply various tools to assess business environment.

**CO4.** Differentiate among various stages of strategic management starting from strategy formulation to its evaluation.

**Course Contents:**

**Unit-1.** An introduction to Business Policy - Nature, Objective and importance of Business Policy; An overview of Strategic Management; Strategic Decision Making; Process of strategic decision making.

**Unit-2.** Strategy Formulation: Company's vision, mission and objectives; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Concept of value chain, core competency, resource base theory and competitive advantage.

**Unit-3.** Strategy Implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioral and Functional implementation; Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis, Corporate Social Responsibility.

**Unit-4.** Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

**Suggested Readings:**

- Jauch & Glueck, Business Policy and Strategic Management, McGraw-Hill Publications.
- Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases, Pearson
- Michael Porter, Competitive Advantage of Nations, Free Press.
- Azhar Kazmi, Business Policy and Strategic Management, Thomson Learning
- Kenneth, A. Andrews, Concepts of corporate Strategy, Irwin/McGraw-Hill
- Melvin J. Stanford, Management Policy, Prentice-Hall
- Pearce, J. A., II, and R. B. Robinson, Jr. Strategic Management: Strategy Formulation, Implementation, and Control, Chicago, IL: R. D. Irwin, Inc
- Jean-Louis Schaan, & Micheál J. Kelly Cases in Alliance Management: Building Successful Alliances, SAGE Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BUSINESS LAWS**  
**(MBA/DBA/3/DSC/502)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** To give an exposure to the students of some of the major commercial laws affecting business.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Explain Indian Contract Act

**CO2.** Different Contract of Indemnity, Guarantee etc.

**CO3.** Explain Companies Act.

**CO4.** Explain Consumer Protection Act, RTI & FEMA.

**Course Contents:**

**Unit 1** Indian Contract Act: Meaning and Essentials of a Valid Contract, Void Agreements, Capacity to Contract, Free Consent; Performance of Contract, Breach of Contract and its Remedies. Quasi Contracts.

**Unit 2** Contracts of Indemnity and Guarantee; Bailment and Pledge; Law of Agency; Sale of Goods Act, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.

**Unit 3** Companies Act: Meaning and Characteristics of Company, Classification of Companies, Formation of Company, Significance of Memorandum and Articles of Association, Prospectus, Issue of shares, Directors, Composition of the Board, Company Meetings.

**Unit 4 Consumer Protection Act:** Scope and Applicability, Definition of Consumer, Rights of Consumers, Consumer Dispute Redressal Agencies: District Forum, State Commission and National Commission; **Right to Information (RTI) Act:** Right to Information, Obligations of Public Authorities, Designation of Public Information officers, Disposal of Requests, Exemption from Disclosure of information, Third party Information, Powers and Functions of information Commission, Appeal and Penalties; **Foreign Exchange Management (FEMA) Act:** Objective, regulation and management of foreign exchange: Dealing in Foreign Exchange, Holding of Foreign Exchange, Current Account Transactions, Capital Account Transactions, Repatriation, Authorized Person.

**Suggested Readings:**

- Aggarwal, S. K., Singhal, K., Business Laws, Galgotia Publications, New Delhi.
- Datey, V. S., Business and Corporate Laws, Taxmann Publications, New Delhi.
- Gulshan, S. S., Business Law, New Age International Publication, New Delhi.
- Kapoor, N. D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
- Kuchhal and Prakash, Business Legislation for Management, Vikas Publishing, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**OPERATIONS RESEARCH**  
(MBA/DBA/3/DSC/503)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support, business analytics, marketing analysis and logistics planning.

**Course Contents:**

**Unit 1** Linear Programming: Formulation of Product Mix Problems, Graphical, Simplex and Artificial Variables Techniques for Solution, Duality; Decision Theory: Decision making under risk and uncertainty, Value of information, Decision Trees; Game theory: Pure & Mixed strategies.

**Unit 2** Transportation Problems: Initial Feasible Solution and Optimal Solution; Assignment Problems: Minimization using Hungarian Algorithm; Simulation: Generation of Random Numbers, Monte-Carlo Simulation.

**Unit 3** Project Management: Network construction, PERT and CPM; Queuing Theory: Deterministic and Single server-Infinite population probabilistic models; Markov Analysis: Construction of Transition Matrix, Brand Switching Models.

**Unit 4** Inventory Management: Elementary EOQ Models with and without discounts; Replacement Models: Replacement Policy for items that deteriorate with time; Sequencing System: Solution of Sequencing Problems.

**Suggested Readings:**

- Frederick K. Hiller and Gerald J. Lieberman; Introduction to Operations Research; Tata McGraw Hill, New Delhi.
- Gupta Prem Kumar & Hira, D.S.; Operations Research; S. Chand, New Delhi.
- Panneerselvam, R.; Operations Research; Prentice Hall India, New Delhi.
- Sharma, J.K.; Operations Research Theory and Practice; Laxmi Publications, New Delhi.
- Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGEMENT OF INDUSTRIAL RELATIONS**  
(MBA/DBA/3/DSC/HRM/501)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To sensitize and expose the students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employees' relations with the management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand about the problems of unorganized labour and laws applicable to them.

**CO2:** Know about vulnerable groups of workers and legal provisions related to them.

**CO3:** Know about the international organizations working for labour and human rights.

**CO4:** Appraise the process of resolving industrial disputes in industrial organizations.

**Course Contents:**

**Unit-1** Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations; Ethical codes and industrial relations; Industrial relation system in India.

**Unit-2** ILO: Objectives, ILO and Industrial Relations, Structure of ILO; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Act.

**Unit-3** Industrial Conflicts: Concept, Classification, Causes, Industrial Dispute Act, 1948; Impact of industrial disputes; Resolution of Industrial Disputes; Employee Discipline and Grievance Management, Collective Bargaining, Conciliation, Arbitration and Adjudication; Management of Strikes and Lockouts.

**Unit-4** Participative Management: Concept, Forms, Objectives, tripartite and bipartite bodies; Employee Empowerment: Concept and Role; Industrial relation and technological change, Industrial HRD orders standing.

**Suggested Readings:**

- Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi.
- Sen, Ratna, Industrial Relations in India – Shifting Paradigms, Macmillan, New Delhi.
- Singh, B. D., Industrial relations and Labour Laws, Excel Books, New Delhi.
- Sinha P., Sinha I., Sinha S., Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi.
- Bhattacharya, Deepak Kumar, Human Resource Planning, excel Books, New Delhi.
- Srivastva, S.C., Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. New Delhi,

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**PERFORMANCE MANAGEMENT**  
(MBA/DBA/3/DSC/HRM/502)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** This course is designed to develop the skills essential for designing and instituting effective performance management system.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand HR implications of organizational strategies.

**CO2:** Adapt the various terms used to define strategy & its process Utilize HR strategies in Indian & global perspective.

**CO3:** Give exposure to understand international HR.

**CO4:** Evaluate the implementation of various performance management practices.

**Course Contents:**

**Unit 1** Introduction to Performance management: Characteristics, Objectives and Principles of Performance Management, Performance Appraisal to Performance Management, Challenges to Performance Management. Performance Management System: Objectives, Functions, Characteristics of effective PMS, Competency based PMS, Electronic Performance Management.

**Unit 2** Performance Planning: Characteristics, Objectives, Importance & Methodologies, Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping; Performance Appraisal: Process, Approaches, Methods & Common Rating Errors.

**Unit 3** Performance Monitoring: Characteristics, Objectives, Importance and Process of Performance Monitoring. Ongoing Mentoring and Protege Development; Performance Counselling: Principles of Performance Counselling, Performance Counselling Skills & Performance Counselling for higher job performance.

**Unit 4** Performance Management Implementation: Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high-performance team, Organizational Culture and Performance Management; Ethics in Performance Management: Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs.

**Suggested Readings:**

- Aguinis, Herman, Performance Management, Pearson Education, New Delhi.
- Kandula, Srinivas R., Performance Management Strategies, Interventions, Drivers, Prentice Hall of India, New Delhi.
- Rao, T. V., Performance Management and Appraisal Systems, Sage Publications, New Delhi.
- Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.
- Kohli, A. S. and Tapomoy Deb, Performance Management, Oxford University Press, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**COMPENSATION MANAGEMENT**  
(MBA/DBA/3/DSC/HRM/503)

**Course Credits: 4**  
**External: 70**  
**Internal: 30**  
**Total Marks: 100**  
**Time Allowed: 3 Hours**

**Course Objective:** This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Understand different terms used for compensation management.  
**CO2:** Proficient to make internal consistency and external competitiveness  
**CO3:** Understand the compensation practices of International companies  
**CO4:** Understand the Laws relating to Compensation.

**Course Contents:**

**Unit 1** Compensation: Concept, Importance, Components, Compensation Strategies, Factors Influencing Compensation Management, Economic and Behavioral Theories, Challenges in Compensation, Determinants of Compensation, Ethics in Compensation Management, Recent Trends in Managerial Compensation.

**Unit 2** International Compensation Management; Compensation Strategies and Practices of International Firms, Determination of Inter and Intra Industry Compensation Differentials; Equity in Compensation, Ways to Improve Equity in Compensation, Job Evaluation; Concept, Principles, Techniques of Job Evaluation, Process of Job Evaluation.

**Unit 3** Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, VRS, ESOP; Executive Compensation: Introduction, Process of setting Executive Compensation, Factors affecting Executive Compensation.

**Unit 4** Legal Environment of Compensation, Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

**Suggested Readings:**

- Bhatia, S. K., New Compensation Management in Changing Environment, Deep and Deep Publications, New Delhi.
- Goel, Dewakar, Performance Appraisal and Compensation Management, Prentice Hall of India, New Delhi.
- Henderson, R. O., Compensation Management, Pearson Education, New Delhi.
- Martocchio, J. J., Strategic Compensation, Pearson Education, New Delhi.
- Milkovich, George, Newman and Gernart B., Compensation, McGraw Hill, New Delhi.
- Tapomoy, Deb, Compensation Management, Excel Books, New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGING INTERPERSONAL AND GROUP PROCESSES**  
(MBA/DBA/3/DSC/HRM/504)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience-based methods of learning.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Define different concepts of Interpersonal and group processes.

**CO2:** Explain interpersonal behaviour.

**CO3:** Demonstrate the role of transactional analyses in interpersonal behaviour.

**CO4:** Compare various group decision making techniques.

**Course Contents:**

**Unit 1** Group Dynamics: Types and structure of Groups, Stages of Group Development and change; Group Cohesiveness: Factors contributing to Group Cohesiveness, Influence processes- Power and Politics in Groups; Organizational Power and Influence in Organization

**Unit 2** Interpersonal Communication: Meaning, Nature, Process; Theories of Group Development: Uncertainty Reduction Theory, Social Exchange Theory, Cognitive Dissonance Theory; Organizational Culture and its change.

**Unit 3** Group Decision Making: Meaning and Process; The Vroom Yetton Model, Techniques of Group Decision Making, Advantages and disadvantages of Group Decision Making; Group Synergy.

**Unit 4** Inter-Group Relation and Conflict: Nature and types of Conflicts, Causes and consequences of Conflicts and remedial measures of Group Conflicts; Role of Negotiation in Group Conflicts; Distributive and Integrative Negotiation, Third party negotiation.

**Suggested Readings:**

- Ivancovich, Konopaske, Matteson, Organizational Behaviour and Management, McGraw Hill, New Delhi.
- Jerald G. B., Baron Robert, Behaviour in Organization, Prentice Hall of India, New Delhi.
- Luthans, Fred, Organizational Behaviors, Tata McGraw Hill, New Delhi.
- Robbins, S. P., Organizational Behaviour, Pearson Education, New Delhi.
- Worley and Cummings, Organizational Development and Change, Cengage Learning, Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**LABOUR LAWS IN INDIA**  
(MBA/DBA/3/DSC/HRM/505)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the various labour laws and related terminology.

**CO2:** Explain the importance of various labour legislations.

**CO3:** Apply the knowledge of labour laws in their working organizations

**CO4:** Distinguish the employee rights and obligations according to the legal environment.

**Course Contents:**

**Unit 1** Labour Legislation: Nature, Objectives, Need and Importance of Labour Legislations in India, Types of Labour Legislation, Principles, Indian Constitution and Labour Legislations.

**Unit 2** International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations. Regulative Legislations: Trade Union Act, Industrial Disputes Act and Factories Act.

**Unit 3** Wage Legislations: Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act and Payment of Bonus Act.

**Unit 4** Social Security Legislations: Workmen's Compensation Act, Employee State Insurance Act, The Employees' Provident Funds and Miscellaneous Provisions Act and Maternity Benefit Act, Payment of Gratuity Act.

**Suggested Readings:**

- Kapoor, N.D., Elements of Industrial Laws, Sultan Chand and Sons, New Delhi
- Singh, B.D., Labour Laws for Managers, Excel Books, New Delhi
- Padhi, P.K., Labour and Industrial Laws, Prentice Hall of India, New Delhi.
- Srivastava, S.C., Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
- Saravanavel, P., Industrial and Labour Laws, Galgotia Publications, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTEGRATED MARKETING COMMUNICATION**  
**(MBA/DBA/3/DSC/MM/501)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to make the students understand the process of marketing communication and to know the contribution of each tool of communication in overall communication strategy.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Explain the components of integrated marketing communication.

**CO2:** Interpret the impact of business environmental factors on the marketing communication strategy.

**CO3:** Distinguish the utility of various promotional tools.

**CO4:** Evaluate the effectiveness of marketing communication strategy.

**Course Contents:**

**Unit 1** Introduction: Concept of Marketing Communication, Marketing Communication Mix, Drivers of Integrated Marketing Mix; Models of Marketing Communication – AIDA Model, DAGMAR Model, PCB model.

**Unit 2** Marketing Communication Process: Analysis of Promotional Opportunities, Concepts of Segmentation and Target Marketing, Promotional strategy of formulation and competitive Positioning, Determination of Promotional objectives, Role of Advertising and Promotion.

**Unit 3** Advertising plan, Creative Strategy, Advertising Appeal, Creative formats, Stages of Creative Strategy - Idea generation, Copywriting, Layout, Copy testing and diagnosis; Media Planning - traditional and contemporary media; Media Strategy, Media Scheduling, Media Planning Models, Internet and Interactive Media; Advertising Agency - functions and types.

**Unit 4** Role of Advertising Agencies, Types of Ad Agencies, Agency Compensation, Marketing Communication Budgeting, Measuring Promotional Performance, Global Marketing Communication, Legal and Ethical issues in Integrated Marketing Communication.

**Suggested Readings:**

- Belch, George and Belch, Michael, Advertising and Promotion, McGraw Hill, New Delhi.
- Clow, Kenneth & Back, Donald, Integrated Advertising, Promotion and Marketing Communication, Pearson Education, New Delhi.
- Duncan, Tom, Principles of Advertising and IMC, McGraw Hill, New Delhi.
- Percy, Larry, Integrated Marketing Communication, Routledge Taylor and Francis Group, London.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CONSUMER BEHAVIOUR**  
**(MBA/DBA/3/DSC/MM/502)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to impart the knowledge to students regarding Consumer Behaviour and its implications for marketers.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Explain different components of consumer behaviour.

**CO2:** Define various terms associated with the field of consumer behaviour.

**CO3:** Interpret the impact of consumer behavior while framing marketing strategies.

**CO4:** Distinguish the individual and group aspects of consumer behaviour for devising marketing strategy.

**Course Contents:**

**Unit 1** Consumer Behaviour: Meaning, Nature, Scope, Significance of its Study for Marketers, Consumer Research: Meaning, Process and Methods; Consumer Behavior and Marketing Strategy.

**Unit 2** Factors Influencing Consumer Behaviour: Psychological, Motivation, Personality, Perception, Learning, Self-Concept; Attitude Formation and Change and their Marketing Implications.

**Unit 3** Cultural Influences on Consumer Behaviour: Culture, Subculture and Social Class; Social, Economic, Reference Groups and Family Influences on Consumer Behaviour; Communicating with Consumers: Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications.

**Unit 4** Consumer Decision Making: Levels, Process and Marketing Implications; Decision Making Models: Nicosia Model, Howard-Sheth Model, Blackwell Model; Consumerism: Meaning and Implications in India, Cross Cultural Consumer Behavioral Perspective & Implications. Industrial Buying Behaviour, Consumer Behaviour Audit. Current trends and ethical issues in Consumer Behavioural Studies.

**Suggested Readings:**

- Bennett, Peter D. & Kassirjan, Harold H., Consumer Behaviour, PHI, New Delhi.
- David L. Loudon and J. Della, Albert, Consumer Behaviour- Concepts and Applications, McGraw Hill, New Delhi.
- Del L. Hawkins and David Baugh, Consumer Behaviour, McGraw Hill, New Delhi.
- Schiffman L. G. & Kanuk, L. L., Consumer Behaviour, Pearson Education, New Delhi
- Majumdar Ramanuj, Consumer Behavior: Insights from Indian Market, PHI New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**SERVICE MARKETING**  
**(MBA/DBA/3/DSC/MM/503)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Relate service and technology.

**CO2:** Classify services and recognize service challenges.

**CO3:** Use marketing research as a tool to understand customers and to deploy employees for service delivery.

**CO4:** Examine the reasons of service failure and implementing strategies to recover it.

**Course Contents:**

**Unit 1** Introduction to Service Marketing: Role of Services Marketing; Consumer Behaviour in Service Encounters; Customer Interaction, Purchase process; Needs and expectations of customers; Positioning services in Competitive Markets; Search for Competitive advantages; Market Segmentation, Positioning vis-à-vis competitors.

**Unit 2** Creating the Service Product: Identifying and classifying supplementary services; Planning and Branding service-products; New Service Development. Designing Communication Mix; Branding and Communication; Effective pricing objectives and foundations for setting prices.

**Unit 3** Distributing services; Options for service delivery, Place and time decisions, Delivery in Cyberspace, Role of intermediaries, managing relationship and building loyalty; Customer-Firm relationship; Analyzing and managing customer base; Customer feedback and Service Recovery.

**Unit 4** Customer Complaining Behaviour, Principles and responses to effective service recover Service quality and the gap model; Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

**Suggested Readings:**

- Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, Services Marketing People, Technology, Strategy, Pearson Education, New Delhi.
- Rampal, M. K. & Gupta, S. L., Services Marketing, Galgotia Publications, New Delhi.
- Rao, K., Rama Mohana, Services Marketing, Person Education, New Delhi.
- Shanker Ravi, Services Marketing - The Indian Perspective, Excel Books, New Delhi.
- Zeithaml, Valarie A. & Bitner, Mary Jo, Services Marketing - Integrating Customer Focus across the Firm, Tata McGraw Hill, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MARKETING RESEARCH  
(MBA/DBA/3/DSC/MM/504)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To enable students to learn the process, tools and techniques of marketing research

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Tell the significance and process of marketing research.

**CO2:** Identify skills to conduct professional marketing research.

**CO3:** Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

**CO4:** Appraise a marketing research proposal.

**Course Contents:**

**Unit 1** Marketing Research (MR): Introduction, Importance, Nature and Scope, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

**Unit 2** Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs; Sources of Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods- Questionnaire, Online Surveys, and Observation.

**Unit 3** Attitude Measurement and Scaling Techniques: Elementary Introduction to Measurement Scales; Sampling Plan: Universe, Sample frame and Sampling Unit, Sampling techniques, Sample Size Determination; Organization of field work and survey Errors-Sampling and Non-sampling errors.

**Unit 4** Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

**Suggested Readings:**

- Arora, R., Nitin, Marketing Research, PHI, New Delhi.
- Beri, G. C., Marketing Research, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M, The Essence of Marketing Research, Prentice Hall of India, New Delhi.
- Churchill, Gilbert A., Basic Marketing Research, Harcourt Canada Ltd., Canada.
- Luck, D. J., Marketing Research, Prentice Hall of India, New Delhi.
- Tull, Donald and Hawkin Del, Marketing Research: Measurement and Methods, Prentice Hall of India, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BRAND MANAGEMENT**  
**(MBA/DBA/3/DSC/MM/505)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Define basic branding concepts and outline major branding issues.

**CO2:** Identify branding challenges and opportunities.

**CO3:** Apply marketing programme to build brand equity.

**CO4:** Examine and implement different branding programmes.

**Course Contents:**

**Unit 1** Branding: Concept, challenges and opportunities, Brand Equity, Strategic Brand Management: process, concept of Brand Positioning and Re-positioning, Identifying and establishing Brand Positioning and values.

**Unit 2** Brand Values, Brand Personality, Brand Image, Brand Identity, Brand Revitalization, Brand Portfolio, Brand Product Matrix.

**Unit 3** Brand Hierarchy, Brand Extension and Co-branding; Managing brands over geographical boundaries and market segments; Managing brands over time. Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding,

**Unit 4** Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, measuring outcomes of brand equity, Capturing market performance.

**Suggested Readings:**

- Cowley, Don, Understanding Brand, Kogan Page, New Delhi.
- Kapferer, Jean Noel, Strategic Brand Management, The Free Press, New York.
- Kapoor, Jagdeep, 24 Brand Mantras, Sage Publications, New Delhi.
- Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi.
- Sengupta, Subroto, Brand Positioning: Strategies for Competitive Advantage, McGraw Hill, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**SECURITY ANALYSIS**  
**(MBA/DBA/3/DSC/FM/501)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Describe the environment and working of capital markets.
- CO2.** Discuss and differentiate different financial assets and their holding motives
- CO3.** Demonstrate the processes of calculating risk and return of financial assets.
- CO4.** Appraise the processes of doing fundamental and technical analysis

**Course Contents:**

**Unit-1.** Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Styles: Contrarian and Momentum Styles; Investment Opportunities; Types of Securities; Real Assets and Mutual Funds; Risk and Return Analysis: Systematic and Unsystematic Risks, Investment vs. Gambling and Specialization.

**Unit-2.** Fixed Income Securities, Bond Fundamentals. Bond Characteristics. Efficient market Theory. - weak form hypothesis, semi strong form hypothesis and strong form hypothesis. Debt market.

**Unit-3.** Fundamental Analysis: - Economic Analysis, Industry Analysis and Company Analysis. Technical analysis: Assumptions Dow theory, chart patterns, moving averages and market indicators. Role of intermediaries in security analysis.

**Unit-4.** Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like [www.moneycontrol.com](http://www.moneycontrol.com), [www.bloomberg.com](http://www.bloomberg.com) etc.

**Suggested Readings:**

- Fischer, Donald E. and Jordon Ronald J., Security Analysis and Portfolio Management, PHI, New Delhi.
- Ranganatham, M. & Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
- Sharpe, William F. et al, Investment. New Delhi, Prentice Hall of India.
- Fuller, Russell J. and Farrell, James L., Modern Investment and Security Analysis, New York, McGraw Hill.
- Alexander, Gordon J. and Bailey, Jeffery V., Investment Analysis and Portfolio Management, Dryden Press, Thomson Learning.
- Machiraju, H. R., Indian Financial System, Vikas Publishing House.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS**  
(MBA/DBA/3/DSC/FM/502)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to impart the knowledge to the students regarding the theory and practice of Banks and Financial Institutions.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Tell about the Indian banking structure and banking reforms in India.

**CO2.** Explain the functions of banks and financial institutions.

**CO3.** Interpret the role of RBI, NABARD, IFCI, SIDBI, NHB for economic development.

**CO4.** Examine the concept of non-performing assets in Indian banking.

**Course Contents:**

**Unit-1.** Indian Financial System: Introduction, Evolution and growth of banking system in India, Bank Market structure in India, Banking sector reforms (The Narsimham Committee and The Raghu Ram Rajan Committee), Recent Innovations and development in Indian Banking.

**Unit-2.** Management of Commercial Banks in India: Functions of Bank, Sources of Bank Funds, Credit Management-Cardinal principles of sound bank lending, Formulating loan policy, Factors influencing loan policy; Investment Management-Nature and significance of investment management in commercial banks, Fundamental principles of security investment by commercial bank.

**Unit-3.** Capital Adequacy in Indian Banks: Functions of capital funds in commercial banks, Capital adequacy –Basel III norms on capital adequacy in Indian commercial banks; Concept of ALM: Objectives, Functions, Process, Measurement and Management of Risks, Concept of NPAs.

**Unit-4.** Management of Financial Institutions: Financial Institutions, their role in economic development, challenges and opportunities; NABARD, IFCI, SIDBI, NHB– Introduction and their operational policies; Role of RBI; Insurance Industry in India, Mutual Funds, Micro Finance Institutions (MFIs); Current issues and future challenges in Management of Banks and financial Institutions.

**Suggested Readings:**

- Srivastava, R.M. & Nigam, D., Management of Indian Financial Institutions, Himalaya Publishing House.
- Khan, M. Y. Indian Financial System, Tata McGraw Hill.
- Suresh, P. & Paul, J., Management of Banking and Financial Services, Pearson
- Singh, S.P.N., Management of Banking and Financial Institutions, Centrum Press
- Principles & Practices of Banking by Indian Institute of Banking and Finance, Macmillan Publications.

**Note:**

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**PROJECT MANAGEMENT**  
(MBA/DBA/3/DSC/FM/503)

**Course Credits: 4**  
**External: 70**  
**Internal: 30**  
**Total Marks: 100**  
**Time Allowed: 3 Hours**

**Course Objective:** The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal and management in the review of the projects undertaken.

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Explain the importance, scope and functions of Project Management.
- CO2.** Illustrate the Life Cycle of any given project.
- CO3.** Sketch estimation of Guidelines for Time, Costs and Resources required for Project Management by applying different methods.
- CO4.** Examine the Scheduling Resources and Reducing Project Duration.

**Course Contents:**

**Unit-1,**Project Management: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas. Prerequisite of Successful Project Implementation.

**Unit-2,**Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.

**Unit-3,**Social Cost and Benefit Analysis, Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.

**Unit-4,**Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

**Suggested Readings:**

- Kerzner Project Management, CBS Publication, New Delhi.
- Nagarjan, k, Project Management, New Age International, New Delhi.
- Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
- Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville. Pinto, Jeffery, Project Management, Pearson Publication. New Delhi

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CORPORATE TAX PLANNING**  
(MBA/DBA/3/DSC/FM/504)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Describe how the provisions in the corporate tax laws can be used for tax planning.

**CO2.** Describe Taxation operations.

**CO3.** Explain different types of incomes and their taxability and expenses and their deductibility.

**CO4.** Learn various direct and indirect taxes and their implication in practical situations.

**Course Contents:**

**Unit-1.** Concepts of Tax Planning, Avoidance, Evasion and Management, Requisites of successful Tax Planning; Tax Planning with reference to setting up a new Business; Form of Business Organization, Locational aspects and nature of Business.

**Unit-2.** Computation of Total Income and Tax liabilities of Companies; Tax Planning and Financial Management decision regarding Capital Structure, Dividend Policy, inter-corporate dividends and bonus shares.

**Unit-3.** Special Tax Provisions: Tax provisions related to free trade zones; Special Economic Zones; Infrastructure Sector and backward areas, Tax incentives for exporters.

**Unit-4.** Tax Planning and Managerial Decisions: Tax Planning in respect of Own or Lease, Sale of assets used for scientific research, make or buy and shut down or continue decision; Tax Payment, Tax collection at source, advance payment of Tax; Filing of Income Tax return by Companies.

**Suggested Readings:**

- Ahuja, G K & Gupta Ravi, Systematic Approach to Income Tax, Bharat Law House Allahabad.
- Iyengar, A C., Sampat, Law of Income Tax, Bharat Law House, Allahabad.
- Ranina, H. P., Corporate Taxation: A Handbook, Orient Law House, New Delhi.
- Singhanian, V. K., Direct Taxes: Planning and Management, Taxmann, New Delhi.
- Srinivas, E. A., Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BEHAVIOURAL FINANCE**  
(MBA/DBA/3/DSC/FM/505)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Describe the concepts related to behavioural finance.

**CO2.** Summarize the theories of behavioural finance.

**CO3.** Differentiate between standard financial theories and behavioural finance.

**CO4.** Appraise the influence of behavioural biases on financial decision making.

**Course Contents:**

**Unit-1.** Introduction: Meaning, nature, scope and evolution of Behavioral Finance; Comparison between Behavioral Finance and Standard Finance; Efficient financial market, Limits to Arbitrage-Fundamental Risk, Noise Trader Risk, Implementation cost. The challenges of behaviouralists.

**Unit-2.** Behavior and Decision Making: Cognitive Bias, Emotional Bias, Concept of bounded rationality. beliefs and Heuristics-Preferences: Prospect Theory, Ambiguity aversion, Loss aversion, Framing, Non-consequentialism: Disjunction Effect, Self-deception, Neuro finance (introduction only); Mental Accounting, Self-control, Regret avoidance and Cognitive dissonance, Representativeness and Availability, Anchoring and Belief perseverance, Overconfidence, Optimism and wishful thinking, Overreaction and Conservatism, Self-attribution, Recency bias.

**Unit-3.** Anomalies: Fundamental anomalies, Accounting Based Anomalies, Calendar Anomalies, Technical anomalies: Value v/s Growth, size, and equity premium myopia.

**Unit-4.** Market Bubbles: Identification and causes, investor behavior during bubbles, case study of prominent market bubbles/scams. Introduction to Behavioral Corporate Finance

**Suggested Readings:**

- William Forbes, Behavioural Finance, John Wiley.
- Mihe Elvin, An Introduction to the psychology of Trading and Behavioural Finance, John Wiley.
- Sulphey. M.M., Behavioural Finance, PHI.
- Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
- Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTERNATIONAL ACCOUNTING**  
(MBA/DBA/3/DSC/IB/501)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Describe the basic concepts related to International Accounting, International Audit and International Accounting Standards.

**CO2.** Explain in detail International Audit Environment and harmonization of International Accounting Practices.

**CO3.** Illustrate the international perspective on Inflation Accounting, International Financial Reporting and Transfer Pricing.

**CO4.** Examine the Foreign Financial Statements and international accounting for Environmental Protection.

**Course Contents:**

**Unit-1.** International dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment

**Unit-2.** International accounting standards: concept and mechanism of setting international standards, disclosure requirements of international accounting standards.

**Unit-3.** Managing international information systems; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices.

**Unit-4.** Analyzing foreign financial statements; accounting for environmental protection measures. Transfer pricing.

**Suggested Readings:**

- Arpon, Jeffrey S. and Radebaugh, Lee H., International Accounting and Multinational Enterprises, John Wiley.
- Choi, Frederick D. S. and Mueller Gerhard G., International Accounting, Englewood Cliffs, Prentice Hall Inc.
- Evans, Thomas G., International Accounting & Reporting, MacMillan.
- Gaur, Arti and Verma Sanju, Accounting and Finance Terminology, Amazon Kindle E-Book.
- Gray, S 1., International Accounting and Transnational Decisions, Butterworth

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTERNATIONAL MARKETING**  
(MBA/DBA/3/DSC/IB/502)

**Course Credits: 4**  
**Total Marks: 100**  
**External: 70**  
**Internal: 30**  
**Time Allowed: 3 Hours**

**Course Objective:** The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Recall and describe the concepts related to international marketing.

**CO2.** Describe the research and information system for international marketing.

**CO3.** Demonstrate an understanding of international distribution channel.

**CO4.** Describe the structure of international distribution logistics and instruments of trade financing.

**Course Contents:**

**Unit-1.** International Marketing: Nature, Scope, Risks and Benefits; International Marketing environment; Assessing global marketing opportunities; Barriers facing international marketers. WTO provisions relevant to international marketing.

**Unit-2.** Understanding foreign consumers; Research and information system for international marketing; Foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

**Unit-3.** Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenging of international selling; Pricing decisions in international marketing.

**Unit-4.** Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

**Suggested Readings:**

- Cateora, R. P. and L. J. Grahans, International Marketing, McGraw Hill. New Delhi.
- Keegan, W. J., Global Marketing Management, Prentice Hall of India, New Delhi.
- Onkvisit, Sak and Shaw, International Marketing, Prentice Hall of India, New Delhi.
- Paul, Justin and Kapoor Ramneek, International Marketing: Text and Cases, McGraw Hill Education, New Delhi.
- Walter, I. and Murray T., Handbook of International Business, Wiley, New York.

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**INTERNATIONAL FINANCE**  
(MBA/DBA/3/DSC/IB/503)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Describe the environment of international finance.

**CO2.** Compare domestic financial management with international financial management

**CO3.** Apply various mathematical formulas in financial decisions.

**CO4.** Examine issues related to various finance functions of MNCs.

**Course Contents:**

**Unit-1.** Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

**Unit-2.** International Working Capital Management: Aspects of international cash management; Investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

**Unit-3.** International investment factors and benefit; direct portfolio investment; international CAPM; capital budgeting for foreign direct investment; assessing and management political risk.

**Unit-4.** International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing

**Suggested Readings:**

- Maurice D. Levi, International Finance, McGraw-Hill.
- Buckley, Multinational Finance, Prentice-Hall of India.
- Shapiro, A.C., Multinational Financial Management, Prentice-Hall.
- Apte, P. G., International Financial Management, Tata McGraw-Hill.

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**CROSS CULTURAL AND GLOBAL MANAGEMENT**  
(MBA/DBA/3/DSC/IB/504)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** To develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the International Organizations.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Recall different terms used in cross-cultural management.

**CO2.** Explain conceptual framework of cross-cultural management.

**CO3.** Demonstrate the process of global management.

**CO4.** Examine cultural aspects in global management.

**Course Contents:**

**Unit-1.** Human and Cultural Variables in Global Organizations. Cross Cultural Differences and Managerial Implication; Cross Cultural Research Methodologies and Hofstede's Study.

**Unit-2.** Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Management of Cultural Diversity.

**Unit-3.** Cross Cultural Communication and Negotiation; Human Resource Management in Global Organization; Management of Industrial Relations.

**Unit-4.** Ethics and Social Responsibility in International Business; Western and Eastern Management Thoughts in the Indian Content.

**Suggested Readings:**

- Alder, N. J., International Dimensions of Organizational Behaviour, Cengage Learning, Delhi.
- Bartlett, A. C. and Beamish, W.P., Transnational Management: Text, Cases and Readings in Cross Border Management, McGraw Hill Education, New Delhi.
- Dowling, P. J., Schuler S.R. and Welch E.D., International Dimensions of Human Resource Management, Cengage Learning, Delhi.
- Hodgett, G., Cultures Consequence: International Differences in Work Related Values, Sage Publications, New Delhi.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTERNATIONAL BUSINESS ENVIRONMENT**  
**(MBA/DBA/3/DSC/IB/505)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The primary objective of this course is to acquaint the students to emerging global trends.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Define and trace all the indicators of micro and macro environment affecting business organizations at international level.

**CO2.** Identify and illustrate the impact, challenges and opportunities of all environmental indicators on business organizations at international level.

**CO3.** Apply and demonstrate the gathered knowledge about how the various laws and other international policies influence the organizations in order to take proactive measures so that organizational effectiveness is maintained.

**CO4.** Know the contemporary issues in international business.

**Course Contents:**

**Unit-1.** International Business: Concept and Types; Types of Environment- Economic, Political, Social, Technological and Cultural Environment; Recent World Trade and Foreign Investment.

**Unit-2.** Trade Theories; Balance of Payments; Tariff and Non-Tariff Barriers; Regional Blocks: SAARC, ASEAN, EU, NAFTA, IFC, IDA and ADB.

**Unit-3.** Multilateral Economic Institutions - IMF, World Bank, WTO, UNCTAD, Euro-Currency Market; Licensing; Joint Ventures; Foreign Direct Investment (FDI) and MNCs.

**Unit-4.** Contemporary Issues in International Business Environment: Negotiating an International Business; Multilateral Settlements, External Relations Approach and World Financial Environment.

**Suggested Readings:**

- Bhalla, V. K., and Shivaram, International Business Environment and Business, Anmol Publications, New Delhi.
- Black and Sundaram, International Business Environment, Excel Books, New Delhi.
- Charles W. Hill, International Business, Tata McGraw Hill, New Delhi.
- Daniels, John and Lee H., Globalization and Business, Prentice Hall of India, New Delhi.
- Daniels, John and Redebaugh, Lee, International Business Environment and Operations, PHI, New Delhi.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRI-BUSINESS ENVIRONMENT AND POLICY**  
(MBA/DBA/3/DSC/ABM/501)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Agricultural services in Indian economy.

**CO2:** Know about impact of liberalization, privatization and globalization on Agri business sector.

**CO3:** Analyze about Agro- Industries in India and Abroad.

**CO4:** Identify Agri business policies in India.

**Course Contents:**

**Unit 1** Role of Agriculture in Indian Economy; Problems and policy changes relating to Farm Supplies, Farm Production, Agro Processing, Agricultural Marketing, Agricultural Finance etc. in the country.

**Unit 2** Structure of Agriculture - Linkages among Sub-Sectors of the Agri-Business sector; Economic reforms and Indian agriculture; Impact of Liberalization, Privatization and Globalization on Agri-Business sector.

**Unit 3** Emerging trends in Production, Processing, Marketing and Exports; Policy Controls and regulations relating to the Industrial Sector with specific reference to Agro-Industries.

**Unit 4** Agri-Business Policies- concept and formulation; New Dimensions in Agri-Business environment and policy.

**Suggested Readings:**

- Adhikary M. Economic Environment of Business. S. Chand & Sons.
- Aswathappa K. Essentials of Business Environment. Himalaya Publ.
- Francis Cherunilam. Business Environment. Himalaya Publ.

**Note:**

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRI-SUPPLY CHAIN MANAGEMENT**  
(MBA/DBA/3/DSC/ABM/502)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Supply Chain in Business

**CO2:** Appraise role of supply chain in agricultural marketing.

**CO3:** Apply the concepts of logistics for marketing.

**CO4:** Identify concept of Distribution, transportation and Warehousing.

**Course Contents:**

**Unit 1** Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

**Unit 2** Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

**Unit 3** Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.

**Unit 4** Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

**Suggested Readings:**

- Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
- Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
- Van Wee AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

**Note:**

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**FOOD TECHNOLOGY AND PROCESSING MANAGEMENT**  
(MBA/DBA/3/DSC/ABM/503)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with different food processing techniques and their management.

**Course Contents:**

**Unit-1.** Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

**Unit-2.** Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.

**Unit-3.** Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing.

**Unit-4.** Quality management – quality standards, PFA, ISO; FSS Act, 2006; Food Safety and Standards (Foods for Infant Nutrition) Regulations, 2020.

**Suggested Readings**

- Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India. Oxford & IBH.
- Early R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
- Jelen P. 1985. Introduction to Food Processing. Reston Publishing.
- Potly VH & Mulky MJ. 1993. Food Processing. Oxford & IBH.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**LIVESTOCK BUSINESS MANAGEMENT  
(MBA/DBA/3/DSC/ABM/504)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Live Stock Industry in India.

**CO2:** Identify Meat and Poultry Products.

**CO3:** Know about Plant Management.

**CO4:** Identify the concept of marketing activities of animal products.

**Course Contents:**

**Unit 1** Present status of livestock products industry in India – Dairy, Meat Poultry, Skin, Hides Wool.

**Unit 2** Meat and Poultry Products- Manufacturing technologies of Meat and Meat Products, Egg and Poultry Products; production processing and utilization of Wool and Animal by products.

**Unit 3** Plant Management- Production planning and control needs and techniques of Production Control, Packaging, preservation and storage system for livestock Products; Transportation system for Domestic Markets and International Markets.

**Unit 4** Marketing and distribution of Animal Products; quality standard for various products; environmental and legal issues involved.

**Suggested Readings:**

- Forrest JC. 1975. Principles of Meat Science. Freeman Publ.
- Robertson GL. 1993. Food Packaging Principles and Practices. Marcel Dekker.
- Sukumar De 1980. Outlines of Dairy Technology. Oxford Univ. Press.
- Walstra et al. 2006. Dairy Science and Technology. 2nd Ed. Taylor & Francis.
- Yadav 1993. Comprehensive Dairy Microbiology. Metropolitan Publ.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FOOD RETAIL MANAGEMENT**  
(MBA/DBA/3/DSC/ABM/505)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:**

The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

**Course Contents:**

**Unit-1.** Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing,

**Unit-2.** The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

**Unit-3.** Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats.

**Unit-4.** 4 P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

**Suggested Readings**

- Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.
- Cox. 2006. Retailing: An Introduction. 5th Ed. Pearson Edu.
- Levy M & Weitz BW. 2004. Retailing Management. 5th Ed. McGraw Hill.

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**BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
(MBA/DBA/4/SEC/551)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to sensitize the students about the various ethical and corporate governance issues in business management in the current environment.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Describe the different concepts of corporate governance.

**CO2.** Explain the ethical dimension of doing business.

**CO3.** Demonstrate the skills in implementing governance related matters

**CO4.** Examine the different issues pertaining to corporate social responsibility of business.

**Course Contents:**

**Unit-1.** Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21<sup>st</sup> Century.

**Unit-2.** Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management, Ethics in Media, Judiciary & IT System.

**Unit-3.** Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines on corporate governance; reforms in the Companies Act.

**Unit-4.** Corporate management vs. governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO.

**Suggested Readings:**

- Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
- Manuel G. Velasquez, Business Ethics, Pearson Prentice Hall.
- Ravindranath B. & Narayana B., Business Ethics, Vrinda Publications Pvt. Ltd.
- Sukhija Sunita, Singh Sagar, Business Ethics and Corporate Governance, Corvette Press, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**TOTAL QUALITY MANAGEMENT  
(MBA/DBA/4/DSC/551)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** To give the students basic idea about the various aspects of Quality Management.

**Course Contents:**

**Unit 1** TQM: Concepts, Awareness, Defining quality, Historical review; Deming philosophy: Obstacles, Approaches: Deming, Juran, Crosby, Armand Feigenbaum, Masaaki Imai (Kaizen and Gemba Kaizen), Shigeo Shingo (fail-safe design), Taguchi and Garvin, Quality Circles and Six Sigma.

**Unit 2** Managing Quality: Quality council, Core values and concepts, Shared values, Ethics; Quality statements: Vision, Mission, Quality policy statement; Strategic planning, Communication, Decision-making, 7 habits of highly effective people.

**Unit 3** Performance Measures: Quality cost, Deming Prize and Malcolm Baldrige National Quality Award criteria; TQM Tools and Techniques: Pareto diagrams, Process flow diagram, Cause-and-effect diagram, House of Quality, check sheets, Histogram: Ungrouped data, grouped data, Scatter diagrams.

**Unit 4** Quality Systems: ISO-9000 series of standards, QS-9000, TE-9000, and AS-9000, Business Process Reengineering, ISO-14000; JIT; Benchmarking: Reasons to benchmark, Process of benchmark, deciding what to benchmark, understanding current performance, Planning, studying others, Learning from the data, Pitfall and criticisms of benchmarking.

**Suggested Readings:**

- Feigenbaum A. V., Total Quality Management, McGraw-Hill, New Delhi.
- Janakiraman, B and Gopal, R.K, Total Quality Management: Text and Cases, Prentice Hall of India, New Delhi.
- Oakland J. S., Total Quality Management Butterworth, Heinemann Ltd., Oxford
- Subburaj Ramasami, Total Quality Management, McGraw Hill, New Delhi.
- Suganthi, L. and Anand Samuel, Total Quality Management, Prentice Hall of India, New Delhi.

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**PRODUCTION AND OPERATIONS MANAGEMENT  
(MBA/DBA/4/DSC/552)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The basic objective of this course is to familiarize the students with the important functional areas of production management.

**Course Contents:**

**Unit 1** Production - Meaning, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning: Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

**Unit 2** Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

**Unit 3** Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications, Procedure, Waste Management.

**Unit 4** Work Measurement and Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

**Suggested Readings:**

- Aswathappa, K. and Bhat, K. Shridhara: Production and Operations Management, Himalaya Publishing House, Mumbai.
- Chunawalla, K. and Patel, D. R.: Production and Operations Management, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: Production and Operations Management, PHI, New Delhi.
- Saxena J. P.: Production and Operations Management, Tata McGraw Hill. New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**BUSINESS ANALYTICS**  
(MBA/DBA/4/DSC/553)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support and business analytics.

**Course Contents**

**Unit 1** Foundations of Business Analytics: Introduction, Evolution and Scope; Data for Business Analytics: Data sets and Data bases, Big data, Metrics and Data Classification, Data Reliability and Validity; Models in Business Analytics; Phases of problem solving.

**Unit 2** Descriptive Analytics: Data Visualization: Tools for Data Visualization; Data Queries: Tables, Sorting and Filtering; Statistical methods for summarizing data; Probability: Basic concepts, Probability Distributions.

**Unit 3** Sampling and Estimation: Methods, Errors and Distribution of Sampling; Statistical Inference: Hypothesis testing through MS Excel and IBM SPSS: One sample, Two samples, Two tailed, ANOVA and Chi square tests.

**Unit 4** Predictive Analysis: Forecasting techniques: Qualitative and Judgmental forecasting, Statistical forecasting methods; Time Series and Exponential Smoothing methods; Data Mining, Data Exploration and Reduction.

**Suggested Readings**

- Evans James, Business Analytics, Pearson, New Delhi.
- Jay Liebowitz, Business Analytics: An Introduction, Auerbach Publications, New Delhi.
- Prasad R. N. and Acharya Seema, Fundamentals of Business Analytics, Wiley, New Delhi.
- Purba Halady Rao, Business Analytics: An Application Focus, PHI, New Delhi.
- S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi.

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**TRAINING AND DEVELOPMENT**  
(MBA/DBA/4/DSC/HRM/551)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To enable the students to manage training processes and system for developing human resource of the organization.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Identify skills which are transferable from teaching to training.

**CO2:** Understand the role of Training system and processes in Organization.

**CO3:** Relate learning styles to activity types and tasks

**CO4:** Define motivation and relate it to training contexts

**Course Contents:**

**Unit 1** Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment; Role, Responsibilities and Challenges of Training Manager; Training Aids.

**Unit 2** Training Methods and Techniques: Role Playing, Lecture and Audio-visual, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Behaviour Modeling; Management Games, Simulations, T-group Method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

**Unit 3** Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Consideration in designing the effective training programme: Training Climate and Pedagogy.

**Unit 4** Issues in Training and Employee Development Developing Training Modules; Instructional objectives and Lesson planning. Grid Training; E-learning, Management Development: Characteristics of managers, Implications, Sources of Knowledge acquisition.

**Suggested Readings:**

- Agochia, Devendra, Every Trainer's Handbook, Sage Publications, New Delhi.
- Blanchard, P. Nick, and James W. Thacker, Effective Training-Systems, Strategies and Practices, Pearson Education, New Delhi.
- Gaur, Arti and Kaur, Kamalpreet, training and Development, Edsol Informatics, Noida, UP.
- McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi.
- Noe, Raymond, Employee Training and Development, McGraw Hill Education, New Delhi.
- Rao, V.S.P., Human Resource Management, Excel Books, New Delhi.

**Note:**

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**GLOBAL HUMAN RESOURCE MANAGEMENT  
(MBA/DBA/4/DSC/HRM/552)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand HR implications of organizational strategies at global level.

**CO2:** Adapt the various terms used to define strategy & its process Utilize HR strategies in Indian & global perspective.

**CO3:** Give exposure to understand international HR.

**CO4:** Discuss the human and cultural variables in global organisations.

**Course Contents:**

**Unit 1** Global Human Resource Management: Concept, Nature, approaches of GHRM differences between Domestic and GHRM, Challenges of GHRM; Cross Cultural Issues in GHRM.

**Unit 2** Hofstede's Study, Cross Cultural Differences and Managerial Implications, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism nature of culture, cultural dimensions and cross-cultural differences.

**Unit 3** Managing and Supporting Global Assignments: International Recruitment and Selection, staffing policies and selection criteria, Training and Development for Global Assignments; International Compensation Management, International Performance Management. Repatriation: challenges, benefits, process and managing repatriation.

**Unit 4** International Industrial Relations; nature, approaches and issues before employer, employees and government. Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and their issues, Future of GHRM.

**Suggested Readings:**

- Aswathappa, K., Dash, Sadhna, International Human Resource Management, Tata McGraw Hill, New Delhi.
- Bedi, Kishore, Global Human Resource Management, Wisdom Publications, New Delhi.
- Dessler, Gary, Human Resource Management, Pearson Education, New Delhi.
- Dowling, P. J., Welch, D. E., International Human Resource Management, Cengage Learning, Delhi.
- Edwards, T., Rees, C., International Human Resource Management, Prentice Hall India, New Delhi.
- Tony Edwards, International Human Resource Management, Pearson Education.

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**ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**  
(MBA/DBA/4/DSC/HRM/553)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Develop the skills and ability to explore the conceptual, theoretical and practical perspectives on change management.
- CO2:** Acquire the understanding of analyzing the different approaches to managing organizational change and understand the utilization of competencies required for effective change management at organization, group and individual levels.
- CO3:** Proficient to devise effective intervention strategies and function as an internal HR consultant to an organization in transition.
- CO4:** Acquire the ability to understand the dynamics and appreciate the difficulties of change as applied to organizational culture and human behavior.

**Course Contents:**

**Unit 1** Organizational Change: Managing and leading change: Theories, types of planned change, models of planned change- Kurt Lewin model, Burke-Litwin Model, Roberts and Porras model; Overview of Change activities: Motivating change, managing the transition, Role of change agent.

**Unit 2** Change Management: Understanding the Change Process, Facilitating Change, dealing with Individual and Group Resistances, Intervention Strategies and Development of Learning Organization; Organizational Diagnosis- Meaning and Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

**Unit 3** General introduction to Organization Development: Competencies and Ethics of OD Practitioner. OD Interventions: Individual, Interpersonal, Group process approaches Techno structural Interventions: Restructuring Organizations, Employee involvement, Work Design, Social technical system approach.

**Unit 4** Organizational Culture and Change; Types of Corporate Culture, Importance, Nature, Formal and Informal Components of Organizational Culture.

**Suggested Readings:**

- Cameron Esther, Change Management, Kogan Page, Canada.
- Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Cengage Learning, Delhi.
- French, W. L. and. Bell, C.H. Organization Development, Pearson Education, New Delhi.
- Sharma, R. Radha, Change Management and Organisational Transformation, McGraw Hill, New Delhi.

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**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
(MBA/DBA/4/DSC/HRM/554)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To develop in-depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems, practices.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Demonstrate an understanding of the strategic human resources management process and its importance to organizational effectiveness by learning the competence skills.

**CO2:** Demonstrate an understanding of processes and tools commonly used to attract, develop and retain a high-performance workforce and employability.

**CO3:** Explore the relationship between management of people and pursuit of an organization's strategic goals and objectives.

**CO4:** Demonstrate the ability to SHRM effectively.

**Course Contents:**

**Unit 1** Strategic HRM: Introduction, components, objectives, benefits, barriers and HR environment, Evolution of SHRM, Investment perspective of SHRM, Role of HR in strategic planning, Difference between traditional HRM and SHRM.

**Unit 2** Human Resource Evaluation: concept, approaches, rationale for HR evaluation, Linking business strategy and HR strategy; HR bundles approach, best practice approach; Human Resource Planning: objectives, significance, business strategy and HRP, process of HRP. Measures of HRM performance, sustained competitive advantages through inimitable HR practices.

**Unit 3** HR Systems: staffing systems, reward and compensation systems. Employee and Career Development Systems, Performance Management Systems.

**Unit 4** Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring and other HR practices.

**Suggested Readings:**

- Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
- Mello, Jeffrey A., Strategic Human Resource Management, Cengage Learning, Delhi.
- Dreher, George and Thomas Dougherty, Human Resource Strategy, McGraw Hill, New Delhi.
- Ekta Sharma, "Strategic Human Resource Management and Development, Pearson education.

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**ARTIFICIAL INTELLIGENCE AND HUMAN RESOURCE MANAGEMENT  
(MBA/DBA/4/DSC/HRM/555)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the fundamentals and core concepts of Artificial Intelligence and its intersection with Human Resource Management and to explore practical applications of AI across various HR functions.

**Course Outcomes:**

After completing the course students would be able to:

- CO1:** Demonstrate an understanding of the strategic human resources management process and its importance to organizational effectiveness by learning the competence skills.
- CO2:** Apply AI techniques such as machine learning, NLP, and analytics in optimizing key HR processes including recruitment, onboarding, and performance evaluation.
- CO3:** Critically evaluate the ethical implications, privacy issues, and legal challenges associated with AI in workforce management.
- CO4:** Use HR analytics tools and AI-driven insights to support strategic workforce planning, talent management, and employee engagement decisions.

**Course Contents:**

**Unit 1** Introduction to AI and HRM: Artificial Intelligence: Overview and Types, Evolution and scope of AI in business functions, Role and impact of AI in modern Human Resource Management, Benefits and risks of AI integration in HR, Key concepts: Machine Learning, Natural Language Processing (NLP), Chat bots, Predictive Analytics

**Unit 2** AI Applications in Core HR Functions Resource: Recruitment and Selection: AI in resume screening, Chat bots for candidate interaction, Predictive hiring models and bias reduction. Onboarding and Induction: Automation of orientation, training chat bots, Performance Management: AI-based feedback systems and productivity analysis, Training and Development: Adaptive learning platforms, AI-driven content customization.

**Unit 3** Data Analytics and AI-Driven HR Decision-Making: HR Analytics: Descriptive, Predictive, and Prescriptive Analytics, Using AI for workforce planning and forecasting, Employee engagement tracking using sentiment analysis, Tools: Tableau, Power BI, IBM Watson, SAP Success Factors, etc.

**Unit 4** Challenges, Ethics, and Future Trends: Ethical issues in AI-based HR systems (privacy, transparency, bias), Legal and compliance considerations in AI hiring and evaluation, Human-AI collaboration: The role of HR leaders in tech transitions, Preparing HR professionals for AI-powered organizations, Emerging trends: Generative AI and robotic HR assistants.

**Suggested Readings:**

- Ajay Agrawal, Joshua Gans & Avi Goldfarb – Prediction Machines: The Simple Economics of Artificial Intelligence – Harvard Business Review Press, Boston
- Nadeem Khan – AI for HR: Practical Guide to Smart Talent Management – Kogan Page, London
- K. Aswathappa – Human Resource Management – McGraw Hill Education, New Delhi
- R. K. Suri & T. N. Kapoor – Information Technology and Management – Wisdom Publications, Delhi

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**INDUSTRIAL MARKETING**  
(MBA/DBA/4/DSC/MM/551)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To lay a foundation for understanding of complex dimensions of Industrial Marketing.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Describe terms, concepts, and nature of industrial marketing.

**CO2:** Compare industrial marketing with consumer marketing.

**CO3:** Interpret the role of each stakeholder in industrial marketing value chain.

**CO4:** Appraise competitor marketing strategy.

**Course Contents:**

**Unit 1** Nature and Scope, Industrial vs. Consumer Marketing, Understanding Industrial Markets: Organizational Customers, Classifying Industrial Products, Nature of Demand in Industrial Markets.

**Unit 2** Industrial Buyer Behaviour, Industrial Purchasing System, Industrial Marketing Research, Industrial Marketing Strategy, Strategic Planning, Assessing Marketing Opportunities.

**Unit 3** Segmentation of Industrial Markets, Product Positioning, Product Decisions and Strategies, Industrial Services. Industrial Marketing Communication, Sales Force Management, Advertising and Sales Promotion.

**Unit 4** Industrial Pricing, Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy, Logistics Management.

**Suggested Readings:**

- Havaladar, Krishna K., Business Marketing, Tata McGraw Hill, New Delhi.
- Kotler, Koshy, Marketing Management: South Asian Perspective, Pearson Education, New Delhi.
- Reeder, Robert R, Industrial Marketing: Analysis, Planning and Central, Prentice Hall of India, New Delhi.
- Vitale, Robert, Business to Business Marketing, Pearson Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**SOCIAL MEDIA MARKETING**  
**(MBA/DBA/4/DSC/MM/552)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims to provide basic knowledge of Social Media Marketing Concepts, to Enhance Skills as Social Media Marketer and start a career in Social Media Marketing.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall the concepts of Social Media Marketing and understand various Social Media Channels.

**CO2:** Analyse the different steps involved in Social Media Strategy Formulation and Implementation.

**CO3:** Understand the various concepts of Social Communication.

**CO4:** Explain the Social publishing and Social Commerce.

**Course Contents:**

**Unit 1** Social Media Marketing- Concept, Nature, Role & Importance, Traditional Media vs. Social Media, Participation as 5<sup>th</sup> 'P' of Marketing, Careers in Social media and Major Zones of Social Media. Social Media for Marketing: Facebook, LinkedIn, X (formerly Twitter) and YouTube.

**Unit 2** Social Media Marketing Plan- Setting Goals, Determining Strategies, Identifying Target Market, Selecting Tools, Selecting Platforms, Implementation: Measuring Effectiveness - Conversion Rate, Amplification Rate, Applause Rate: on page and on post level.

**Unit 3** Social Communication and Word of Mouth Communication: Understanding the role of Influencers in Social Media Marketing Identifying and Collaborating with Influencers to Amplify Brand Reach and Engagement. Social community, Characteristics, Social Networking sites, Branding and Social Networking.

**Unit 4** Social Publishing: Concept, Channels, Content Marketing, SEO and SMO in Social Media, Social Entertainment and its Marketing Implications. Social Commerce: Concept, Advantages and Applications. Role and Importance of Social Media in Research.

**Suggested Readings:**

- Tracy L. Tuten, Michael R. Solomon, Social Media Marketing, Pearson Education, New Delhi.
- Gupta, S., Digital Marketing, McGraw Hill Education, New Delhi.
- Charlesworth, A., An Introduction to Social Media Marketing, Routledge – Taylor and Francis Publication, London.
- Melissa S. Barker, Debra Zahay, Mary-Lou Roberts, Janna Parker, Donald I. Barker, Social Media Marketing: A Strategic Approach, Cengage Learning, Noida
- Ahuja V. Digital Marketing. Oxford University Press, New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**SALES AND DISTRIBUTION MANAGEMENT  
(MBA/DBA/4/DSC/MM/553)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Explain and identify the role of Sales Management in Marketing and understand the Sales organization.

**CO2:** Understand the concept of Territory Management and the Sales Force Management.

**CO3:** Explain and identify the role of Distribution Channels in Marketing and various concepts related to management of Distribution Channels.

**CO4:** Understand various Distribution Channel Intermediaries and the various policies and issues related to Distribution Channel Intermediaries.

**Course Contents:**

**Unit 1** Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of Sales Planning; Sales Forecasting; Sales Budgeting. Sales Organization: Purpose, Principles and Process of setting up a Sales Organization; Sales Organizational Structures; Field Sales Organization; Determining Size of Sales Force.

**Unit 2** Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests;

**Unit 3** Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

**Unit 4** Distribution Channel Intermediaries: Wholesaling and Retailing, Channel Planning, Organisational Patterns in Marketing Channels, Managing Marketing Channel Policies and Issues. Information System and Channel Management, Assessing Performance of Marketing Channels including sales force, International Marketing Channels

**Suggested Readings:**

- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, Oxford Publishers New Delhi.
- Havaladar Krishna K., Vasant Cavale M., Sales and Distribution Management: Text and Cases. Mc Graw Hill Education, New Delhi.
- Gupta, S. L., Sales & Distribution Management, Excel Books, New Delhi.
- Khanna, K. K., Physical Distribution Management, Himalaya Publishing House, New Delhi.
- S.A. Chunawala: Sales and Distribution Management, Himalaya Publishing House, New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**RETAIL MARKETING**  
**(MBA/DBA/4/DSC/MM/554)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the growing importance of organized retailing in India and changing purchasing and spending habits of consumers.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the key aspects of retailing and retail sector.

**CO2:** Identify the current retail structure and retailing strategy.

**CO3:** Understand the retail product, brand and merchandise management and related key activities.

**CO4:** Identify the key activities related to store operations, retail atmospherics and store space management

**Course Contents:**

**Unit 1** Retailing: Introduction to Retailing its characteristics, functions and activities. Organized vs. Unorganized Retailing, Present Retail Scenario in India, Key Drivers of Retailing in India, Retail Customer Behavior. Managing Retail Chains and Franchising.

**Unit 2** Retailing Formats: Different Retail formats and their characteristics, Retail Market Segmentation: Segmentation, Targeting and Positioning, types of Retail Markets. Retail Location Strategy: level of location decision and its determining factors, types of Retail Locations, types of Consumer Goods and location decision and selection of specific site. Retail Marketing Mix.

**Unit 3** Retail Product Management: role of product management in retail, product assortment strategy, criteria for selection of physical properties, product quality and packaging. Retail Brand Management: retail store as brand, drivers of retail brand, retail brand strategy. Merchandise Management. Retail Pricing: objectives, approaches and strategies.

**Unit 4** Store Operations: role of a store Manager, Retail Atmospherics and Retail Space Management: importance, role and components of Atmospherics, color schemes, Store Space Management, walls as retail selling tools, physical materials in retail store designing. Customer Relationship Management in Retailing. Supply Chain Management-

**Suggested Readings:**

- Bajaj C., Varma N., Retail Management, Oxford University Press, New Delhi.
- Berman, Berry and Evans, Joel R., Retail Management: A Strategic Approach, Pearson Education, New Delhi.
- Diamond, Jay and Gerald, Pintel, Retailing, Prentice Hall, New Delhi.
- Gilbert, David, Retail Marketing Management, Pearson Education, New Delhi.
- Singh Harjit, Retail Management, A Global perspective, S. Chand Publishing, New Delhi.
- Pradhan Swapna: Retailing Management: Text and Cases, McGraw Hill, New Delhi

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**RURAL MARKETING**  
(MBA/DBA/4/DSC/MM/555)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To understand the growing importance of international marketing.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Understand the peculiarities of Rural Marketing

**CO2:** Explain the Rural Consumer Behaviour and Life style

**CO3:** Familiarize with Rural Market Segmentation, Targeting and Positioning.

**CO4:** Explain the Rural Product Mix Decision and Rural Products Pricing Decision.

**Course Contents:**

**Unit 1** Introduction to Rural Marketing: Nature and Characteristics of Rural Market, Challenges and Opportunities, Rural Market Evolution, Rural and Urban Markets: A Comparative Analysis, Rural vs. Urban Consumers, Parameters Differentiating Urban and Rural Markets. Rural Marketing Environment: Economic, Socio-cultural, Political and Technological Environment. Changing Profile of Rural Marketing and factors contributing to the Growth of Rural Marketing

**Unit 2** Rural Consumer Behaviour: Factors Influencing Buying Behavior, Cultural Factors Influencing Consumer Behaviour, Buying Process: Stages of Buying Decision Process, Factors Affecting the Purchase Decision of the Rural Consumer, Opinion Leaders. Rural Consumer Lifestyle of Rural Consumer, Occupation and Consumption Pattern, Place of Purchase Variations. Social and Behavioural Influences, Heterogeneity of Rural Consumers-Segmentation Opportunity

**Unit 3** Segmenting, Targeting and Positioning: Market Segmentation, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Based on Size of Village Population, Based on Location with Respects to Nearby Town, Based on Size of Farmland, Rural Market Segmentation Tools: Thomson Rural Market Index, Mica Rural Market Rating, Linquest, Indian Market Demographic, Business Intelligence Unit, Lincompass, ARCVIEW.

**Unit 4** Rural Product Strategy The Product Concept: Levels of a Product, Product Life Cycle, Rural Product Classification, Product Decisions and Strategies, Individual Product Decisions, Product Line and Mix Decisions, Product Life Cycle Strategies in Rural Markets. Pricing Strategies and Pricing Elements: Pricing strategies, Production Costs, Finalization of Price, Rural Pricing Strategies, Pricing and Income Levels, Competition and Pricing.

**Suggested Readings:**

- Kashyap Pardeep, Rural Marketing, Pearson Education, New Delhi.
- Singh Awadesh Kumar, Rural Marketing: Indian Perspective, New Age International, New Delhi.
- Dogra Balram, Rural Marketing, McGraw Hill Companies Education, New Delhi.
- Bedi R.V., Bedi N.V., Rural Marketing, Himalaya Publishing, New Delhi.
- Gupta Deepa, Gupta Mukul, Gupta Parth Mukul, Rural Marketing and Management, Phi, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FINANCIAL DERIVATIVES**  
(MBA/DBA/4/DSC/FM/551)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to give an in-depth knowledge of the functioning of derivative securities market.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Describe the concepts and terminologies of financial and commodity derivatives.

**CO2:** Explain the models used for pricing/valuation of derivatives

**CO3:** Interpret innovations in financial and commodity markets

**CO4:** Appraise investment opportunities in derivative market.

**Course Contents:**

**Unit-1.** Financial Derivatives: Introduction, Types of Derivatives, Traders in Derivatives Markets; Factors driving the growth of derivatives.

**Unit-2.** Forwards: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards, Hedging; Strategies using forwards.

**Unit-3.** Futures: Meaning, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures and Currency Futures.

**Unit-4.** Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options; Swaps: Meaning, Types and Valuation of Swaps.

**Suggested Readings:**

- Bansal Manish and Bansal Navneet, Derivatives and Financial Innovations, Tata McGraw Hill, New Delhi.
- Chugh, Aman and Maheshwari Divik, Financial Derivatives, Pearson Education.
- Gupta, S. L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
- Kumar, S. S. S., Financial Derivatives, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, Sathya Swaroop, Financial Derivatives, Excel Books, New Delhi.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGEMENT OF FINANCIAL SERVICES**  
(MBA/DBA/4/DSC/FM/552)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Explain the various concepts related to financial markets and services.
- CO2.** Distinguish among various financial intermediaries and markets.
- CO3.** Proficient to apply the art of salesmanship to enable them to promote the products of the firms they are employed with.
- CO4.** Development of aptitude to identify the monetary and banking issues that are pervasive in all aspects of financial service.

**Course Contents:**

**Unit-1.** Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance: Conceptual Framework, Financial Evaluation of Hire Purchase Finance.

**Unit-2.** Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements; Leasing: Meaning, Classification, tax aspects, lease evaluation; Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Credit Cards: Concept and significance, Types of Credit Cards, Billing and payment.

**Unit-3.** Book Building: Concept and Mechanism of Book Building, Significance and Benefits of Book Building; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization; Venture Capital: Meaning, Process, Stages of Venture Capital.

**Unit-4.** Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, Merchant Bankers: Role and Functions, Problems and Scope of Merchant Banking in India; Tax treatment of Mutual Fund Schemes.

**Suggested Readings:**

- Gaur, Arti and Sweta, Management of Financial Services, Pragati Prakashan, New Delhi.
- Tripathi, Nalini, Financial Services, PHI, New Delhi.
- Gopal C. Rama. Management of Financial Services, Vikas Publishing House, New Delhi.
- Bansal, L.K., Merchant banking and Financial Services, Tata McGraw Hill.
- Gurusamy, Financial Services, Tata McGraw Hill, New Delhi.
- Khan, M. Y., Management of Financial Services, Tata McGraw Hill, New Delhi.

**Note:**

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**PORTFOLIO MANAGEMENT**  
(MBA/DBA/4/DSC/FM/553)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to impart the knowledge to the students regarding the theory and practice Portfolio Management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1.** Define the concepts and terminologies of portfolio management.

**CO2.** Construct and revision of portfolio.

**CO3.** Examine and evaluate portfolio performance

**CO4.** Apply the concepts of portfolio management and solve relevant numerical problems

**Course Contents:**

**Unit-1.** Introduction of Portfolio Management: - Meaning, objectives and process of Portfolio Management, qualities of Portfolio Manager, Assets management companies, investment alternatives, sources of investment information, Portfolio Management Intermediaries.

**Unit-2.** Theories of Portfolio Selection and Management- Markowitz Portfolio Theory: CAPM: Capital Asset Pricing Model, Sharpe Single Index Model; Arbitrage Pricing Theory (APT), International Portfolio Investment: - benefits, investment overseas decisions, market categories and risk in International Diversification.

**Unit-3.** Portfolio Management Strategies –Passive Portfolio Management Strategies and Active Portfolio Management Strategies. Portfolio Construction: - Traditional and Modern approaches, SEBI guidelines on Portfolio Management.

**Unit-4.** Performance Evaluation: Risk Adjusted Methods - Sharpe, Treynor's and Jensen's Performance Index; Portfolio Revision: Need and Constraints, Portfolio Revision techniques.

**Suggested Readings:**

- Chandra, Prasanna, Investment Analysis and Portfolio Management, McGraw Hill Education, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., Security Analysis and Portfolio Management, PHI, New Delhi.
- Ranganatham, M. & Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
- Punithavathy Pandian, Security [Analysis and Portfolio Management](#), Vikas Publishing

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**CORPORATE RESTRUCTURING**  
(MBA/DBA/4/DSC/FM/554)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** This course is designed to provide an understanding of the essential elements and methods for restructuring of business organizations.

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Capable to generate employability to describe and explain the management of corporate capital structure.
- CO2.** Proficient to evaluate corporate projects using scenario, sensitivity, and simulation analysis.
- CO3.** Acquire the expertise of measures of cost of capital and financial leverage to form long-term financial policies for business.
- CO4.** Apprise and evaluate real-world cases in corporate restructuring and valuation.

**Course Contents:**

**Unit-1.** Corporate Restructuring: Meaning, Need and Scope; Mergers and Acquisitions: Introduction, Types; Cross-border Mergers and Acquisitions: Issues and challenges; Handling cross-culture and taxation issues in cross-border M&A.

**Unit-2.** Demerger: Types, Reverse merger, Buyback of shares, Leverage Buy-Out Strategy; Takeover: Meaning, Types, Strategy, Takeover Bids, Legal Framework; Hostile tender offers; Takeover Defenses -Financial Defensive Measures, Coercive Offensive Defense, Anti-Takeover Amendments, Poison Pill Defense; Financial Restructuring and Divestiture; Funding Options for M&A. Strategic Alliances and Joint Ventures, Employee Stock Ownership.

**Unit-3.** Deal Valuation and Evaluation: Factors Affecting Valuation, Valuation Techniques, Cash Flow Approaches, Economic Value Added (EVA), Sensitivity Analysis, Cost-Benefit Analysis and Swap Ratio Determination.

**Unit-4.** Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on Shareholder's Wealth; Mode of Payment and financing options in Mergers and Acquisitions; Regulatory Aspects of Valuation: Legal & Regulatory aspects related to Valuation such as SEBI Regulations/ RBI Regulations; Income Tax Implications.

**Suggested Readings:**

- Gupta, Manju, Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing House, New Delhi.
- Ramanujan. S., Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill, New Delhi.
- Sundarsanam, Creating Value from Mergers and Acquisitions, Pearson Education, New Delhi.
- Weston, Fred, Chung, Kwang S. and Siu Jon A., Takeovers, Restructuring and Corporate Governance, Pearson Education, New Delhi.
- Rabi Narayan Kar, Minakshi, Mergers Acquisitions & Corporate Restructuring, Taxmann, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FUNDS MANAGEMENT**  
**(MBA/DBA/4/DSC/FM/555)**

**Course Credits: 4**  
**External: 70**  
**Internal: 30**  
**Total Marks: 100**  
**Time Allowed: 3 Hours**

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Tell different concepts of funds management
- CO2.** Explain different types of schemes available in the market
- CO3.** Choose the schemes according to their risk profile
- CO4.** Compare risk and return of different schemes in which funds have been invested.

**Course Contents:**

**Unit-1.** Concept and Role of Mutual Funds: Introduction, types of funds, key developments over the years and key constituents of a mutual fund. Legal and Regulatory Environment: Legal structure of mutual funds in India, Role of regulators in India, Investment restrictions for schemes and Investors' rights and obligations.

**Unit-2.** Investment Philosophies and Styles: Diversification, growth investing, value investing, momentum style.

**Unit-3.** Performance of Funds: Drivers of return and risk in a scheme. Measures of return and risk of a scheme Benchmarking and fund performance Measuring fund managers' performance. Introduction to financial planning, financial planning approaches, Risk profiling and asset allocation

**Unit-4.** Investment strategies of funds managers: Asset class and geographic diversification, active strategies, passive strategies, top down approach, bottom up approach, sector rotation style, momentum style, small capitalization style, comparing fund management styles.

**Suggested Readings:**

- Mutual Fund Distributors Module, Workbook from NISM
- Brentani, C. Portfolio Management in Practice, Elsevier
- Kane and Marcus, Investments by Bodie, Tata McGraw Hill.
- Blake, D., Financial Market Analysis, John Wiley & Sons.
- Fabozzi, F. J., Bond Markets Analysis & Strategies, Pearson.
- Freeman, A.J. and Wiles, R., How Mutual Funds Work? Prentice Hall India.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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**FOREIGN EXCHANGE MANAGEMENT**  
(MBA/DBA/4/DSC/IB/551)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The aim of this paper is to expose the students to the functions and operations of foreign exchange market and the intricacies of the risks involved.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** State appropriate formats and technologies to financial communication.

**CO2.** Identify market conventions on exchange rate quotation and correctly calculate those quotations.

**CO3.** Apply information within the global financial environment of foreign exchange to solve problems and make informed decisions.

**CO4.** Appraise forward exchange rates given spot exchanges rates and rationale behind it.

**Course Contents:**

**Unit-1.** Introduction: Meaning and Significance of Foreign Exchange, Foreign Exchange Markets- Meaning, Types, Functions and Working of Foreign Exchange Markets; Institutions of Foreign Exchange markets.

**Unit-2.** Foreign Exchange Rate Systems; Exchange Rate Forecasting; Exchange Rate: Structural Models of Exchange Rate Determination; Mechanics of Currency Trading; Exchange Rate Regime.

**Unit-3.** Futures and Options: Meaning, Types and Determination of their Market Value; Over the Counter Trade Options; Fisher Black's Optional Pricing Model; SWAPS: Meaning, Types- Currency, Interest Rate Swaps; Credit Risk of Swaps, Forward Exchange Rate in India; Forward Rate as Risk Adjusted Future Spot Rate.

**Unit-4.** Management of Currency Exposure: Risk Management Process, Objectives of Hedging Policy and its Measurement, Managing Transactions Exposure, Invoicing, Quantity Inertia and Operating Exposure.

**Suggested Readings**

- Apte, P.G., International Finance, McGill, New Delhi.
- Daniels and Radebaugh, International Business, Pearson Education, New Delhi.
- Levich, Richard M., International Financial Markets, McGraw Hill, New Delhi.
- Wild, John J. and Kenneth, L., International Business, Pearson Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**GLOBAL STRATEGIC MANAGEMENT**  
(MBA/DBA/4/DSC/IB/552)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course aims at imparting knowledge of Formulation, Implementation and evaluation of Strategies in International Business.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Define various concepts, terms related to global strategic management.

**CO2.** Explain the various problem areas of global strategic management.

**CO3.** Apply the acquired knowledge to understand global environment, emerging issues in the world trade.

**CO4.** Compare the economies of the countries, their strengths & weaknesses and strategic issues.

**Course Contents:**

**Unit-1.** Introduction: Definition, Phases of global strategy, Difference between international strategy and global strategy, Drivers of global strategy, CSR Strategies.

**Unit-2.** Global Strategic Analysis: External macro environment – PEST analysis, Diamond model, Industry environment – Five force model, phases of international product life cycle, Analysis of internal environment – analyzing firm resources and capabilities, global value chains and value systems, comparative analysis.

**Unit-3.** Global strategic Development: Managing the internationalization process, international strategic alliances through partnership and cooperation, strategy at subsidiary level, headquarter level strategy.

**Unit-4.** Global strategic Implementation: Global structures and designs, managing change in global context, global management of innovation and knowledge, Global R&D Networks.

**Suggested Readings:**

- Dunning, J.H., Explaining International Production, Harper Collins.
- Garpand. J. and Farmer, R. N., International Permissions of Business Policy and Strategy, Kent Publishing Co.
- Ansoff, H. I. Corporate Strategy, McGraw Hill.
- Porter, M. E., Competitive Strategy, Free Press.
- Frynas, J.G. and Mellahi, K., Global Strategic Management, Oxford University Press.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**RISK MANAGEMENT IN INTERNATIONAL BUSINESS**  
(MBA/DBA/4/DSC/IB/553)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of the course is to introduce state of the art tools and necessary for planning, executing and maintain risk management risk management in today's environment.

**Course Outcomes:**

After completing the course students would be able to:

- CO1.** Describe the basic concepts of risk management in international management vis-à-vis International Financial Derivatives and Foreign Exchange Risk Management.
- CO2.** Explain and illustrate the terminology used in risk management vis-à-vis Financial Risk, Credit Risk and Political Risk.
- CO3.** Apply optimum solutions in the cases of risk management especially in international scenario through hedging with currency future and option.
- CO4.** Differentiate between Options and Futures pricing in risk management and apply the understanding in the simulated foreign currency derivatives and cultural diversities in risk analysis.

**Course Contents:**

**Unit-1.** The concept of risk, Benefit of risk management, Country risk analysis, Cultural diversity and Multi-National Corporations.

**Unit-2.** Financial risk management, Management of credit risk, Political risk and its management. Foreign Exchange Risk Management

**Unit-3.** Risk management through derivative: Swaps Forwards, Futures, Options, Option prices models, interest rate derivatives, foreign currency derivatives.

**Unit-4.** Concept of value at risk, approaches for calculating value at risk, introduction to assets liability management. Organizational and Accounting issues in Risk Management; Case studies in risk management.

**Suggested Readings:**

- Milind S., International Financial Management, John Wiley and Sons.
- Chance, D.M., An introduction to Derivatives and Risk Management, Harcourt College Publishers.
- Marrison, C, Fundamentals of Risk management, TMH Publications.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**EXPORT IMPORT MEASURES AND REGULATIONS**  
(MBA/DBA/4/DSC/IB/554)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The aim of the course is to acquaint the students with the export-import measures and regulations.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Describe the legal framework and regulations governing international trade.

**CO2.** Explain the incorporation of various terms in drafting of an export contract and understand the importance of risk management.

**CO3.** Apply the concepts learned in terms of export order, delivery and international trade pricing to actual transactions.

**CO4.** Appraise the role and importance of export-import documentation and procedure framework according to commodities and countries.

**Course Contents:**

**Unit-1.** Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial and Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation. Dispute settlement, Role of ICC; INCOTERMS, Containerization.

**Unit-2.** Import of goods, documents and procedure of import of goods. Types of risks in international trade Export promotion councils; Export oriented units and export processing zones., free trade and protective policies. India's latest trading partners, U.S, U.K China and Japan

**Unit-3.** Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks. Procedure and documentation for availing export incentives.

**Unit-4.** Regulation for International Trade: Laws Governing India's Export-Import Trade: Pre-Shipment Inspection and Quality Control Act (1963), Foreign Exchange Management Act(FEMA) and its main provisions. International Commercial Practices.

**Suggested Readings:**

- C. Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publishers, New Delhi.
- M. D. Jitendra, Export Procedures and Documentation, Rajat Publications.
- Pervin Wadia, Export Markets and Foreign Trade Management, Manishka Publications.
- Paras Ram, Export: What, Where and How, Anupam, Publications.
- Government of India, Handbook of Import - Export Procedures.
- Goswami V.K. International Trade

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MULTI NATIONAL BANKING**  
(MBA/DBA/4/DSC/IB/555)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of the course is to acquaint the students with the institutional operational aspects of multinational banking.

**Course Outcomes:** After completing the course students would be able to:

**CO1.** Recall the various terms of multinational banking.

**CO2.** Understand components of international capital market and international money market.

**CO3.** Understand international asset liabilities management and managing Non-Performing assets.

**CO4.** Understand the role of multinational banking and financial sector in globalisation.

**Course Contents:**

**Unit-1.** Introduction: Meaning, Characteristics, Organization and Factors of Multinational Banking; Bank Lending and Macro Economic Vulnerability.

**Unit-2.** Bank Lending and Financial Sector Vulnerability; Lending Booms and Banking Sector Vulnerabilities; Cost of Banking Crisis.

**Unit-3.** International Banking Market: Meaning and Recent Trends; International Capital Market: Forces, Main Components of the International Capital Market; Investment Banks; Eurocurrency Market; Exchange Bank; Role of Banks in International Money and Capital Markets, and International Banking - Mergers and Acquisitions.

**Unit-4.** International Payment System; International Asset Liability Management; Strategies for Managing Non-Performing Assets, and International Credit Appraisal Techniques.

**Suggested Readings:**

- Bhalla, V. K., International Business Management, Anmol Publications, New Delhi.
- Fabozzi, Frank J., Foundations of Financial Markets and Institutions Pearson Education, New Delhi.
- Valdez, Stephan and Molyneux, Philip, Introduction to Global Financial Markets, Palgrave Macmillan, New York.
- Wild, John J. and Wild, Kenneth, International Business, Pearson Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
2. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRI-BUSINESS ENTREPRENEURSHIP**  
(MBA/DBA/4/DSC/AB/551)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to expose the learner to the fields of project management and entrepreneurship development.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Acquire the knowledge to conduct business and project planning.

**CO2:** Develop a strong working knowledge of ethics & professional responsibility.

**CO3:** Demonstrate Project feasibility for Business.

**CO4:** Proficient network methods for new business.

**Course Contents:**

**Unit 1** Entrepreneurship, Environmental factors affecting success of a Business, reasons for the failure and visible problems for Business, developing effective Business plans, Procedural steps in setting up of an industry. Life cycles of new business.

**Unit 2** Concept, characteristics of Projects, types of Projects, Project Identification, and Project's Life Cycle.

**Unit 3** Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Feasibility, Social Cost-Benefit Analysis, Project Risk Analysis.

**Unit 4** Network Methods: Meaning, Network Analysis, Requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.

**Suggested Readings:**

- Chandra P. Project Management. Tata McGraw Hill.
- Gopal Krishan P & Nagarajan K. Project Management. New Age.
- Hisrich RD & Peters MP. Entrepreneurship, Tata McGraw Hill.
- Kaplan JM. Patterns of Entrepreneurship. John Wiley & Sons.
- Nandan H. Fundamentals of Entrepreneurship Management. Prentice Hall.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**DAIRY PRODUCTS MANAGEMENT**  
(MBA/DBA/4/DSC/AB/552)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to understand the business of Milk and Dairy in Indian Market.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Dairy Products.

**CO2:** Know about Dairy Business in India.

**CO3:** Gain Knowledge about Marketing of Dairy Products.

**CO4:** Know about Feed Business.

**Course Contents:**

**Unit 1** Dairy Products- Manufacturing technologies of various Dairy Products and Byproduct Utilization.

**Unit 2** Dairy Development and Business in India: An overview; Operation Flood, Milk Cooperatives and other initiatives. Milk and Dairy Products as food; Dairy processes.

**Unit 3** Marketing and processing of Dairy Products. Quality Standards applicable to production and marketing of Dairy Products.

**Unit 4** Feed Management; Dairy Product Trade.

**Suggested Readings:**

- Forrest JC. 1975. Principles of Meat Science. Freeman Publ.
- Mountney GJ. Poultry Products Technology. 2nd Ed. AVI Publ.
- Robertson GL. 1993. Food Packaging Principles and Practices. Marcel Dekker.
- Sukumar De 1980. Outlines of Dairy Technology. Oxford Univ. Press.
- Walstra et al. 2006. Dairy Science and Technology. 2nd Ed. Taylor & Francis.
- Yadav 1993. Comprehensive Dairy Microbiology. Metropolitan Publ.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRICULTURE & POST HARVESTING MANAGEMENT**  
(MBA/DBA/4/DSC/AB/553)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to understand Harvesting and Horticulture Management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Recall the concepts of Harvesting Management.

**CO2:** Know about horticultural concept.

**CO3:** Know Post-harvest management in horticulture

**CO4:** Identify Quality standards and packaging of horticulture products

**Course Contents:**

**Unit 1** History, nature and scope of Post-harvest technology in India; Pre and Post-harvest losses and their causes.

**Unit 2** Climatic and Non-Climatic Fruits, Control of Sprouting, rooting in vegetables.

**Unit 3** Harvesting Tools in India; Pre-packaging operations for local market and Exports.

**Unit 4** Principles of Transport and Supply Chain; Factors influencing marketing and marketing system to be adopted by Indian Farmers.

**Suggested Readings:**

- Early R. Guide to Quality Management Systems for Food Industries. Blackie.
- Bhattacharjee S.K., Postharvest Technology, Pointer Publishers, Jaipur.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**HORTICULTURE BUSINESS MANAGEMENT**  
**(MBA/DBA/4/DSC/AB/554)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to understand Horticulture environment and Management.

**Course Contents:**

**Unit-1.** World production and horticulture in India; present status of fruit industry in India and emerging scenario.

**Unit-2.** Management of horticultural crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against insect-pest, weeds: pre and post-harvest management for quality and shelf life.

**Unit-3.** Post-harvest management in horticulture- procurement management, important factors for marketing, standardization and quality control, packaging.

**Unit-4.** Post-harvest management in horticulture- development of fruit-based carbonated drinks, development of dehydrated products from some important fruits, storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits. Market structure and export potential of fruits.

**Suggested Readings:**

- Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India. Oxford & IBH.
- Early R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
- Jelen P. 1985. Introduction to Food Processing. Reston Publishing.
- Potly VH & Mulky MJ. 1993. Food Processing. Oxford & IBH.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MANAGEMENT OF AGRICULTURAL INPUT MARKETING**  
(MBA/DBA/4/DSC/AB/555)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

**Course Contents:**

**Unit-1.** Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in Agri- input marketing.

**Unit-2.** Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, Role of NSC and State Seed Corporation.

**Unit-3.** Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Role of IFFCO and KRIBCO in fertilizer marketing.

**Unit-4.** Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/ Equipment.

**Suggested Readings**

- Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH.
- Broadway AC & Broadway Arif A. 2003. A Text Book of Agri-Business Management. Kalyani.
- Singh AK & Pandey S. 2005. Rural Marketing. New Age.
- Singh Sukhpal 2004. Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FUNDAMENTALS OF MANAGEMENT  
(MBA/DBA/BDC/411)**

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of concepts, principles and functions of management.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Evaluate the global context for taking managerial actions of planning, organizing and controlling to develop the skills and helps to build entrepreneurs.

**CO2:** Assess global situation, including opportunities and threats that will impact management of an organization.

**CO3:** Integrate management principles into management practices to enhance employability.

**CO4:** Assess managerial practices and choices relative to ethical principles and standards.

**Course Contents:**

**Unit 1** Management: Nature, Scope, Process and Significance; Management as an Art, Science and Profession; Management and Administration. Role and Skills of Managers; Principles of Management; Levels of Management; Contribution of F. W. Taylor and Henry Fayol.

**Unit 2** Planning: Meaning and Importance, Types of Plans, Planning Process; Decision Making: Concept, Nature, Types of Decision, Process and Techniques.

**Unit 3** Organizing: Nature, Process, Importance and Principles; Organizational Structure: Centralization and Decentralization, Delegation of Authority, Span of Control.

**Unit 4** Directing: Nature & Process; Controlling: Need and Process; Coordination and Communication.

**Suggested Readings:**

- Gupta C. B., Management –Theory and Practice, Sultan Chand & Sons, New Delhi.
- Prasad, L.M., Principles of Management, S. Chand & Sons, New Delhi.
- Rao, V. S. P., Management, Excel Books, New Delhi.
- Luthans, F., Organizational Behavior: An Evidence-Based Approach, McGraw-Hill Education.
- Hellriegel, D., Jackson, S. E., & Slocum, J. W., Management: A Competency-Based Approach, Cengage Learning.
- Jones, G. R., & George, J. M., Contemporary Management, McGraw-Hill Education.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**PROFESSIONAL COMMUNICATION**  
(MBA/DBA/BDC/412)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

**Course Outcomes**

After completing the course, students would be able to:

**CO1:** Describe the basics of communication and its importance.

**CO2:** Understand the various barriers in the communication and the ways to overcome them

**CO3:** Explain the effectiveness of oral communication and its application in-group presentation.

**CO4:** Identify and illustrate communication abilities to face corporate challenges.

**Course Contents:**

**Unit 1** Communication: meaning; Process and Barriers; Principles for effective communication; 7 C's of Communication; Dimensions of Communication; Ethics in Communication.

**Unit 2** Presentation Skills; Listening Skills; Writing Skills; Speaking Skills; Audience Analysis.

**Unit 3** Essentials of effective business correspondence; Business Letter- Types; Proposal writing Report writing; Notices, Circulars, Office Orders, Memos, Agenda and Minutes.

**Unit 4** Guidelines for Effective Communication; Resume' Writing; Interview; Group Discussion; Electronic Mail and Telephone Etiquettes.

**Suggested Readings:**

- Courtland, L. B., John, V. T. and Chaturvedi, M., Business Communication Today, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, Effective Business Communication, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., Business Communication, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., Effective Business Communication, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, Business Communication, Oxford University Press, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BASICS OF ACCOUNTING**  
(MBA/DBA/BDC/413)

**Course Credits: 4**

**External: 70**

**Internal: 30**

**Total Marks: 100**

**Time Allowed: 3 Hours**

**Course Objective:** To develop conceptual understanding of the fundamentals of financial accounting system.

**Course Outcomes:**

After completing the course students would be able to:

**CO1:** Ability to prepare financial statements in accordance with Generally Accepted Accounting Principles

**CO2:** Develop the skills to track record and report financial information.

**CO3:** Apply cost accounting methods to evaluate and project business performance.

**CO4:** Recognize circumstances providing for increased exposure to fraud and define preventive internal control measures.

**Course Contents:**

**Unit 1** Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation.

**Unit 2** Accounting Process: Journal and Ledger, Trial Balance, Subsidiary Books Rectification of Errors; Capital and Revenue: Classification of Income, Receipts and Expenditure.

**Unit 3** Depreciation: Concept, Features, Causes, Objectives and Methods; Bank Reconciliation Statement; Role of Computer in Accounting.

**Unit 4** Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments).

**Suggested Readings:**

- Bhattacharya's. K. and Dearden J., Accounting for Management - Text and Cases, Vikas Publishing House, New Delhi.
- Gaur, Arti and Verma Sanju, Accounting and Finance Terminology, Amazon Kindle E-Book.
- Goyal, V. K., Financial Accounting, Excel Books, New Delhi.
- Gupta, R. L. and Ramaswamy, Advanced Accounting, Vol.1, Sultan Chand & Sons, New Delhi.
- Tulsian, P. C. Financial Accounting for CA Foundation. S. Chand Publishing.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S., An Introduction to Accountancy. Vikas Publishing House.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C.; Advanced Accounts (Vol. 1). S. Chand Publishing.
- Arora, M. N., Cost and Management Accounting. Vikas Publishing House.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**MARKETING MANAGEMENT  
(MBA/DBA/BDC/414)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues in the marketing of products and services.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall and describe the fundamental concepts related to marketing.

**CO2:** Describe the different approaches of marketing and market segmentation, PLC and NPD.

**CO3:** Demonstrate an understanding of the 4Ps and IMC used by the marketers.

**CO4:** Examine new and upcoming trends of marketing in the ever-dynamic business world.

**Course Contents:**

**Unit 1** Marketing: Nature, Scope and Concept. Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research, Marketing Myopia, Marketing Mix, Understanding Consumer and Industrial Markets; Consumer Behaviour and factors influencing consumer buying behaviour, Buying process.

**Unit 2** Market Segmentation, Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Service Marketing; Pricing: Objectives, Methods and Strategies.

**Unit 3** Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication; Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing;

**Unit 4** Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Online Marketing; Export Marketing.

**Suggested Readings:**

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. Marketing Management – A South Asian Perspective, Pearson India, New Delhi.
- Kumar Arun, Meenakshi N., Marketing Management, Vikas Publication, New Delhi.
- Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi.
- Ramaswamy V.S., Nama kumari S., Marketing Management Global Perspective, McGraw Hill Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**HUMAN RESOURCE MANAGEMENT  
(MBA/DBA/BDC/415)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Recall the terms associated with Human Resource Management.

**CO2:** Discuss various HR practices used in the business world.

**CO3:** Apply various HR practices.

**CO4:** Evaluate the effectiveness of HR practices adopted in the organizations.

**Course Contents:**

**Unit 1** HRM: Concept, Perspective, Significance, Scope and Functions; Evolution, Challenges and Future of HRM; Role of Human Resource Practitioners; HRM in Changing Environment.

**Unit 2** Job Analysis: Job description and Job Specification, Human Resource Planning; Recruitment and Selection; Placement and Induction; Internal Mobility; Training and Development; Succession Planning; Career Planning and Development.

**Unit 3** Performance Appraisal and Evaluation: Traditional and Modern Methods; Potential Assessment; Job Evaluation and Merit Rating; Exit Policy and its Implications; Employees' Welfare; Compensation and Benefits: Wage Determination and Salary Administration, Fringe Benefits; Rewards and Incentives.

**Unit 4** Employee Morale and Productivity: Concept, Factors determining Morale; Industrial Relations and Trade Unions; Dispute Resolution and Grievance Management; Employee Discipline: Disciplinary Action, Domestic enquiry; Employee Participation; Collective Bargaining.

**Suggested Readings:**

- Aswathappa, K., Human Resource and Personnel Management (Text and Cases), Tata McGraw Hills, New Delhi.
- Dessler, Gary, Human Resource Management, Pearson Education, New Delhi.
- De Cenzo, D.A & Robbins, S.P., Human Resource Management, Wiley, New York.
- Memoria and Memoria, Human Resource Management, Himalaya Publishing House, New Delhi.
- Rao, V.S.P, Human Resource Management, Excel Books, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**FINANCIAL MANAGEMENT**  
(MBA/DBA/BDC/416)

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

**Course Outcomes:**

After completing the course, students would be able to:

**CO1:** Explain the role of financial management and take effective financial decisions.

**CO2:** Identify Time Value of Money.

**CO3:** Analyze the importance of Capital Structure, Dividend Policy, Capital Budgeting and various sources of finance.

**CO4:** Identify Financial Risk and undertake successful Mergers and Acquisitions.

**Course Contents:**

**Unit 1** Financial Management: Nature, Scope, Functions and Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Elements in Process.

**Unit 2** Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure and Leverage: Operating, Financial and Combined Leverage.

**Unit 3** Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average and Marginal Cost of Capital. Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting.

**Unit 4** Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy and Dividend Models.

**Suggested Readings:**

- Pandey, I. M., Financial Management, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., Financial Management, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, Financial Management, Tata McGraw Hill, New Delhi.
- Kishore, M., Financial Management, Taxmann Publications, New Delhi.
- Hone, Van, Financial Management and Policy, Prentice Hall of India, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**AGRI-BUSINESS MANAGEMENT  
(MBA/DBA/BDC/417)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with various aspects related to administration and working of Agri-Business.

**Course Outcomes:**

After completing the course, students would be able to:

- CO1:** Understand the basic concepts like Nature and scope of Agri-business, Importance of Agribusiness Management.
- CO2:** Understand difference between farm and non-farm sectors, demand for Agri-products and its determining factors Supply of Agri-products and its determinants.
- CO3:** understand how different principles like value CACP quality & price – cost of production- fixed and variable costs-Gross margins- comparative advantage supplementary enterprises- Laws of returns measurement of agricultural cost A, B, C methods.
- CO4:** Understand Marketing Mix for Agri Products.

**Course Contents:**

**Unit 1** Nature, scope and characteristics business management, Role of farm business management, Farm management decisions; farm management problems, Principles of farm management decisions.

**Unit 2** Principle of variable proportion and cost principle, Principle of factor substitution, Law of equi-marginal returns, opportunity cost principle.

**Unit 3** Tools of farm management and farm business analysis, Farm planning and budgeting, Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

**Unit 4** Management of farm resources – land, labor, capital, farm machinery, farm building, Risk and uncertainty in farming, Sources of uncertainty in farming, Management strategy to counteract uncertainty, Decision making process in farm business management under risks and uncertainty.

**Suggested Readings:**

- Heady, E. O and Jensen, H. Farm Management Economics. Prentice Hall.
- Johl, S. S and Kapoor, T. R. Fundamentals of Farm Business Management. Kalyani Publ.
- Kahlon, A. S and Singh, K. Economics of Farm Management in India. Allied Publ.
- Panda, S. C. Farm Management and Agricultural Marketing. Kalyani Publ.
- Dhondyal. S. P. Farm Management. Friends Publication.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation of 30 marks includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**INTERNATIONAL BUSINESS  
(MBA/DBA/BDC/418)**

**Course Credits: 4**

**Total Marks: 100**

**External: 70**

**Internal: 30**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to highlight the international environment, including relationships between business, government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

**Course Outcomes:** Students will be able to:

**CO1:** Describe the different concepts and terms used in the literature of International Business.

**CO2:** Identify the importance of tariffs, theories, modes, foreign exchange market, international organization and strategies.

**CO3:** Illustrate and interpret the macroeconomic changes that affect the international business.

**CO4:** Examine the recent practices followed across functional areas of international business.

**Course Contents:**

**Unit-1** Concept & overview of International Business: meaning, nature, scope, international business environment, drivers of international business, modes of international business, foreign market entry strategies, ethical and social responsibility in international business

**Unit-2** Component of balance of payment, an overview of international trade theories, Types of tariff and non- tariff barriers, Global e-business, Global multicultural management, SEZ in India and its advantage.

**Unit-3** Overview of international financial management, international marketing management, international Human resource management, International production management, issues and challenges & barriers of international business, global supply chain management

**Unit-4** Overview of MNC, IMF, WTO and functions of WTO, World Bank, UNCTAD, Country Risk Analysis, Motives for foreign collaboration. Impact of FDI/FII on home and host countries, Risk in international business.

**Suggested Readings:**

- Korth, Christopher M., International Business Environment and Management, Prentice Hall.
- Gaur, A., & Verma, S., International Business: Bridging The Gap Between nations, Amazon Kindle.
- Bhalla, V.K., International Business Environment and Management, Anmol Publications.
- V. Sharan, International Business, concept, environment and strategy, Pearson Education.
- Francis Cherunilam, International business, PHI Learning Private Limited, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



# **GUIDELINES FOR IN COMPANY RESEARCH PROJECT**



**DEPARTMENT OF BUSINESS ADMINISTRATION  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

**(Effective from Session 2025-26)**

## GUIDELINES FOR 4<sup>TH</sup> SEMESTER IN COMPANY RESEARCH PROJECT

### I.) Eligibility and Duration

- a) All students of MBA 4<sup>th</sup> Semester, who get internship or placement (through on-campus or off-campus drives in any public or private sector company but either through or under intimation to the Training & Placement Cell of the Department) in 3<sup>rd</sup> semester on **or within 15 days after completion of examination of 3<sup>rd</sup> semester** every year, would be eligible for this In-Company-Project Work in lieu of 4<sup>th</sup> semester optional courses of MBA programme.
- b) However, it would not be compulsory for every student to opt In-Company- Project Work in case he/she is selected for internship or placement in 3<sup>rd</sup> semester on or before 31<sup>st</sup> December every year but do not wish to join immediately and wishes to opt the optional courses in 4<sup>th</sup> semester as per schemes and syllabus of MBA programme.
- c) At least the duration of In-Company-Project Work through either internship or placement should be one Semester, viz, Minimum 14 weeks and Maximum 20 weeks and thereafter a student can submit the report.

### II.) General Guidelines

- (a) Once the names of allotted students have been communicated to the industry, no change will be permissible.
- (b) The students going for In-Company-Project-Work are required to get themselves registered before leaving for internship or placement. This may be done latest by the date specified for the normal semester registration for course work.

### III.) Students Monitoring

- (a) The T&P Cell of the University shall ask (a) the companies to allocate mentors to the students.
- (b) **Chairperson/Director/Principal** to allocate academic mentor as per the scheme and syllabus so that they can interact with each other before joining the In-Company-Project-Work and do ground work to make it more effective.
- (c) The T&P Cell of the University shall maintain a database of all mentors.
- (d) The Student, opting for internship or placement, shall ensure that the **Chairperson/Director/Principal** within 15 days of his/her joining, receives their Joining reports. **(As per Annexure - A)**
- (e) The summary sheet of joining report will be submitted by the **Chairperson/Director/Principal** to the T&P Cell of University within 21 days of joining. **(As per Annexure - B)**
- (f) The visits of academic mentor to industries shall not be necessary. The Email/Google Meet/ Skype/ Face Time/ Video Conferencing interactions may be done by the faculty with the students and mentors in the company.
- (g) However, in case the academic mentor is interested in visiting the companies/institutes, they may visit. They shall be required to interact with the management/senior officials of the companies/institutes visited in addition to interacting with the student mentors.
- (h) All visit/monitoring evaluation reports are to be submitted to the **Chairperson/Director/Principal** by the academic mentor and industry mentor. A Minimum of two monitoring reports shall be submitted. The progress to be evaluated qualitatively as Outstanding/Excellent/Very Good/Good/Average by the Industry mentor whereas the Academic Mentor will award marks out of 25 % of the total marks each time. **(As per Annexure- C & D)**
- (i) Faculty-Industry Interaction: In addition to making evaluations based on email/Skype/Face Time/ Video Conferencing interactions with the students or based

on visits to the industry, the faculty mentor will contact the industry mentor fortnightly via e-mail/phone, to keep a close watch on the student's progress for continuous evaluation.

- (j) The Consolidated Summary Sheet of each visit/monitoring shall be maintained by each faculty mentor. **(As per Annexure -E)**

#### IV.) Preparation of Report:

Every student shall prepare In-Company-Project-Work semester report as per the specified guidelines **(Annexure -F)**. A standard cover page has to be used **(As per Annexure - G)**. The report shall contain a declaration **(As per Annexure - H)**.

#### V.) Guidelines for Evaluation:

The distribution of Marks for finalizing the evaluation for In-Company-Project-Work semester is as follows:

| S. No. | Subject                   | Credits | Marks | Remarks  |
|--------|---------------------------|---------|-------|--|
| 1.     | Dissertation              | 08      | 200   | The Evaluation will be made by the Outside Expert selected through panel that would be decided by the COE. Here the total marks are 250 out of total 700 Marks.  |
| 2.     | Presentation & Viva Voce  | 04      | 100   | The final Presentations will be made before faculty-panel that would be constituted by the Chairperson on a written request of the student through his/her academic mentor. Here the total marks are 200 out of total 700 Marks. |
| 3.     | Academic Guide Evaluation | 08      | 200   | Total of marks awarded in each of the interaction/progress report. Here the total marks are 250 out of total 700 Marks.  |
| 4.     | Total                     | 20      | 500   | ----   |

#### VI.) Evaluation Process:

- a) The academic mentor will directly award marks (as if he is the internal assessor as per scheme) based on the assessment of the work done/progress by a student.
- b) The final Presentations will be made before faculty-panel that would be constituted by the Chairperson on a written request of the student through his/her academic mentor. For affiliated Institutions/ Colleges Concerned Subject Expert from **Department of Business Administration, CDLU Sirsa** deputed by the **Chairperson**.
- c) For the remaining component i.e. the Report Evaluation a Subject Expert Panel comprising of **Chairperson, Department of Business Administration, CDLU Sirsa** send to the COE. An expert deputed by the **COE CDLU Sirsa** will evaluate the report.

#### VII.) The Calendar for In-Company-Project-Work Semester (4<sup>th</sup> semester) is as given below:

| S. No. | Activity  | Schedule  |
|--------|---|---|
| 1.     | Confirmation/finalization of company for In-Company-Project-Work. | 31 <sup>st</sup> January every year or Within 15 Days after completion of Examination |

|     |  |   |
|-----|--|---|
|     |  | of 3 <sup>rd</sup> Semester.  |
| 2.  | Allocation of mentors from <b>Department</b> and companies.                    | Within 15 Days of request of student  |
| 3.  | Registration for In-Company-Project-Work Semester                              | By the normal specified date of registration for the semester for students taking up course-work. |
| 4.  | Joining report   | Within 15 days of start of In-Company-Project-Work semester                                       |
| 5.  | Consolidated Summary Sheet of Joining report                                   | Within 21 days of start of In-Company-Project-Work semester                                       |
| 6.  | First Monitoring   | Within four/six weeks of joining  |
| 7.  | Consolidated Summary Sheet of first visit/interaction report including marks.  | Within one week of last date of Visit/Skype/Face time/ Video Conferencing interaction.            |
| 8.  | Second and Final Monitoring  | Within two/three months of Joining  |
| 9.  | Consolidated Summary Sheet of second visit/interaction report including marks. | Within one week of last date of visit/ Skype/ face time interaction.                              |
| 10. | Final Evaluation at University, CDLU Sirsa                                     | June/July every year as notified by the University in consultation with academic mentor.          |

**JOINING REPORT**

(To be sent by student within 15 days of joining by Registered Post to **Chairperson/ Director/ Principal**)

1. Student Roll No. \_\_\_\_\_
2. Name \_\_\_\_\_  
Course \_\_\_\_\_
3. Name & Address of the Organization \_\_\_\_\_  
Telephone No. \_\_\_\_\_  
E-mail: \_\_\_\_\_
4. Address of the actual Site of In-Company-Project-Work \_\_\_\_\_  
Telephone No. \_\_\_\_\_  
E-mail: \_\_\_\_\_
5. Residential Address of the Student \_\_\_\_\_  
Telephone No. & Mobile \_\_\_\_\_  
E-mail: \_\_\_\_\_

I hereby inform that I have joined the organization on \_\_\_\_\_ for the 4<sup>th</sup> Semester In-Company-Project-Work Semester in the industry.

Dated:

Signature of the Student

**CERTIFICATE BY THE CO-ORDINATOR/MENTOR IN THE INDUSTRY**

Certified that the above-mentioned student has joined our organization for the In- Company-Project-Work during his/her 4<sup>th</sup> Semester in the industry.

Dated:

Signature of the Coordinator/Mentor  
(With Seal)

Name of the Coordinator: Designation:  
Phone No.:  
E-mail:

**DEPARTMENT OF BUSINESS ADMINISTRATION CDLU SIRSA**

**Detailed Information Chart**

| Sr.No. | Roll No | NAME | Company | Location | Faculty Mentor | Company Mentor | Address & Contact details of Company | Email Id. of Company /Company Mentor | (ANNEXURE-B)    |                                     |                         |
|--------|---------|------|---------|----------|----------------|----------------|--------------------------------------|--------------------------------------|-----------------|-------------------------------------|-------------------------|
|        |         |      |         |          |                |                |                                      |                                      | Date of Joining | Duration of In-Company-Project-Work | Stipend /Pay(Rs /Month) |
| 1      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 2      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 3      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 4      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 5      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 6      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 7      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 8      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 9      |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 10     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 11     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 12     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 13     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 14     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 15     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 16     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 17     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 18     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 19     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |
| 20     |         |      |         |          |                |                |                                      |                                      |                 |                                     |                         |

Chairperson/ Director/ Principal

**DEPARTMENT OF BUSINESS ADMINISTRATION CDLU SIRSA**

In-Company-Project-Work Semester Session 2025-26

**I/II VISIT/E-MAIL/SKYPE/TELEPHONE/FACETIME INTERACTION  
REPORT**

BY ACADEMIC MENTOR

Date of VISIT/E-MAIL/SKYPE INTERACTION.....

Student's Roll No. & Name: .....

Name of Organization & address: .....

Phone No: ..... E-mail.....

Site Address.....

Phone No: ..... E-mail .....

Name of Industry Coordinator/Mentor .....

Designation ..... Phone No. .... E-mail .....

**BRIEF PROGRESS REPORT**

Stipend (if any) ..... Accommodation/Meals .....

Topic of the In-Company-Project-Work. ....

Details of In-Company-Project-Work (attached separate sheet).....

Assistance required from the University (if any) .....

Response from the Industry/Remarks of Industry Mentor.....

Possibility of consultancy, if any .....

Remarks of the Academic Mentor .....

Progress.....

Marks awarded by faculty mentor.....

**(Academic Mentor will award marks out of 25 % of the total marks (200 Marks) each time.**

(Signature of Faculty Mentor) Name

.....  
Designation.....

**DEPARTMENT OF BUSINESS ADMINISTRATION CDLU SIRSA**

In-Company-Project-Work Semester Session 2025-26

**I/II VISIT/E-MAIL/SKYPE/TELEPHONE/FACETIME INTERACTION  
REPORT**

BY INDUSTRY MENTOR

Date of VISIT/E-MAIL/SKYPE INTERACTION.....

Student's Roll No. &Name: .....

Name of Organization & address: .....

Phone No: ..... E-mail.....

Site Address.....

Phone No: ..... E-mail .....

Name of Industry Coordinator/Mentor .....

Designation ..... Phone No. .... E-mail .....

**BRIEF PROGRESS REPORT**

Stipend (if any) ..... Accommodation/Meals .....

i)Topic of the In-Company-Project-Work .....

Details of In-Company-Project-Work (attached separate sheet).....

Assistance required from the University (if any) .....

Response from the Industry/Remarks of Industry Mentor.....

Possibility of consultancy, if any .....

Remarks of the Academic Mentor .....

..... Progress.....

**(Progress to be evaluated as Outstanding/Excellent/Very Good/Good/Average)**

(Signature of Industry Mentor)

Name .....

Designation.....

**DEPARTMENT OF BUSINESS ADMINISTRATION CDLU SIRSA**

In-Company-Project-Work Semester Session 2025-26

**Consolidated Summary Sheet of I/II Visit/ Interaction Report to be prepared by Faculty Mentor**

| S. No. | Student Roll No. | Name of Student | Name of Industry | Work Place/ Site address | Date of joining | Name & Address of Industrial Mentor (Phone, Email) | Name Of Faculty Mentor | Date of I/II Visit/interaction | In-Company-Project-Work Topic | Marks by faculty Mentor |
|--------|------------------|-----------------|------------------|--------------------------|-----------------|--|------------------------|--------------------------------|-------------------------------|-------------------------|
| 1.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 2.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 3.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 4.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 5.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 6.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 7.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 8.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 9.     |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 10.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 11.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 12.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 13.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 14.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 15.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 16.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 17.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 18.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 19.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |
| 20.    |                  |                 |                  |                          |                 |  |                        |                                |                               |                         |

(Time-Table In charge)

(Chairperson)

**CONTENTS OF THE REPORT**  
**(Hard Bound)**

1. Cover page – on hard paper
2. Inner page – same as cover page but on the soft paper
3. Certificate from Industry (on its letter head)
4. Declaration
5. Acknowledgement (if any)
6. Contents
  - Summary
  - Introduction
  - Industry profile (Max. 5 Pages)
  - Details of the work done including work programme & results
  - Conclusions and Future Scope of Work
  - References (if any)
7. Impediments/difficulties faced during In-Company-Project-Work; Suggestions related to In-Company-Project- Work
8. Please note the case of letters in the cover page. The 3<sup>rd</sup> line is 16 pt bold and other lines are 12 pt. The page is centred. Department and Institute names are bold. The matter contained in the report should be typed in MS word (1.5 spacing) Times New Roman, 12 pt or equivalent with other software.
9. Figures and tables may be inserted in the text as they appear or may be appended in order. List of references shall be appended at the end. Subject matter should be typed on both sides.
10. A total of 4 copies may be prepared – one for the student, second for the Teaching Department, third for industry mentor and fourth for the Faculty mentor.

## “Title of the Research Project”

Research Project  
Submitted  
For the award of degree of

### Master of Business Administration

Under the Supervision of:

.....(Name of Guide)

.....(Designation)

Submitted By:

.....(Name of Student)

University Roll No.:.....

Department of Business Administration



**CHAUDHARY DEVI LAL UNIVERSITY**

SIRSA (HARYANA)

Session: .....

**DECLARATION**

I hereby declare that the Training/Internship work entitled (“Topic of In-Company-Project- Work”) is an authentic record of my own work carried out at (Place of work) as requirements of In-Company-Project-Work semester for the award of degree of MBA, CDLU Sirsa, under the guidance of (Name of Industry Mentor) and (Name of Faculty Mentor), during to, 20---).

—

(Signature of student)

Name of Student:

Student Roll No.:

Date:\_\_\_\_\_

Certified that the above statement made by the student is correct to the best of our knowledge and belief.

**(Name & Designation)**  
**Academic Mentor**

**(Name & Designation)**  
**Industry Mentor**

Date:\_\_\_\_\_

# GUIDELINES FOR RESEARCH PROJECT



DEPARTMENT OF BUSINESS ADMINISTRATION  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

**(Effective from Session 2025-26)**

*Signature*

## Guidelines for Research Project

The students may undertake a Research Project in option of DSC during 4<sup>th</sup> Semester. The topic of Research Project will be finalized in 3<sup>rd</sup> semester by DRAC on basis of presentation by the students on selected topic duly recommended by the supervisor. The student before DRAC will present the findings of the Research Project. After the approval of DRAC, three copies of the Research Project, along with plagiarism report, will be submitted by students up to **30<sup>th</sup> April** of the concerned semester/ year during the 4<sup>th</sup> Semester without any late fee. After that late fee will be charged as per university rules. **The workload equal to one credit, who will supervise two students, will be included in teacher's workload.** Total pages would be 40- 70.

### Important Instructions:

#### 1. Paper and Typing

|                  |  |
|------------------|--|
| Paper to be used | White Paper  |
| Paper size       | A4 size (8.27" × 11.69" inches)  |
| Margin           | Right side - 0.8 inches<br>Left side - 1.4 inches<br>Top - 1.2 inches<br>Bottom - 1 inch |
| Font             | Times New Roman  |
| Font size        | 12 points  |
| Spacing          | 1.5 between lines  |
| Printing         | Single sides of the sheet  |

#### 2. Illustrations and Photographs

The illustrations and photographs should be depicted in the thesis text at the relevant places.

#### 3. Structure of the Thesis

##### 3.1. Title Page (Sample attached in Annexure-I)

Black Color page with golden printing

##### 3.2. Acknowledgement (Sample attached in Annexure-II)

##### 3.3. Certificate issued from Research Guide (Sample attached in Annexure-III)

##### 3.4. Declaration (Sample attached in Annexure-IV)

##### 3.5. Table of Contents

The chapter headings and also the sub-titles, if any, with appropriate page references should be part of the thesis as "Table of Contents" in tabular form. It will be placed next to the certificate sheets (Certificate- I and Certificate- II). This should be followed as applicable by:

- a. List of Tables
- b. List of Figures
- c. List of Plates
- d. List of abbreviations/Symbols

Format for (a), (b) and (c) is:

| Table/Figure/Plate No. | Title | Page |
|------------------------|-------|------|
|                        |       |      |

And for (d)

| Abbreviation/ Acronym | Extended/ full form |
|-----------------------|---------------------|
|                       |                     |

#### 4. Thesis chapters

The thesis should consist of the following chapters:

1. Introduction
2. Literature Review
3. Research Methodology
  - a. Objectives of Study
  - b. Method of Data Collection
  - c. Scope of Study
4. Data Analysis and Interpretations
5. Findings and Suggestions
6. References/ Bibliography

#### Format for the Chapter style

The following format for all the chapters and its contents be strictly followed:

Chapter title - ALL CAPITALS

Heading of the Section - Title case

Heading of the subsection - Sentence case

#### 5. Plagiarism Certificate

The certificate will be issued by Research Guide through the platform approved by University or attested by the Research Guide if not issued by his/ her own ID.

#### 6. Literature Cited

The standard style should be used for quoted references to mention in the chapter "Literature Cited".

The references should be arranged strictly alphabetically. The items of information of different types of publications should be given as per the recommended style as below:

- A. **Journal Article:** Name(s) of author(s). Year of publication of the article. Title of the article. Name of the journal (*in italics*), Volume No. (issue No.): page(s). The name of the journal should be abbreviated according to International Standards Organization rules.

**Example:**

**Fatima, T., Maqbool, K. and Hussain, Z. 2018.** Potential health benefits of fenugreek. *J. Med. Plants. Stud.*, 6(2): 166-169.

- B. **Book:** Name(s) of author(s). Year of publication. Title of the book. Volume No. (in case of multivolume book), Edition No. (if it is later than I edition). Publisher's name, Place of Publication. Pagination (when a particular page of the book is cited then 'p' should be mentioned before page number cited; 'p' following the page number means total number of pages contained in the document).

**Example:**

**Nadarajan, N., Manivannan, N. and Gunasekaran, M. 2016.** Quantitative genetics and Biometrical Techniques in Plant breeding. Kalyani Publishers, Ludhiana, India. 324 p.

- C. **Contribution to Conference/Workshop/Symposium/ Seminar Proceeding:** Name(s) of author(s). Year of publication. Title of contribution. Connecting word '*In*': and the following items of information of the host document: Name of the Conference, Place and Date of the Conference etc. Title of the publication. Name(s) of editor(s). Place of publication, Publisher's name. Pagination. (as indicated in C.)

**Example:**

**Prasad, Jyothi, Swai, A. and Prasad, H. J. S. 2019.** Dam breach analysis- A case study of Haripur Dam of Uttarakhand. '*In: International Humboldt Kolleg on Climate, Water and Environment (LIMIT-2019)*' at Nainital (ATI), during. September 25-27. pp. 93-94.

- D. **Government Publications:** Name of Territory. Name of the Ministry, etc. Name of the Department, Section, etc. Year of publication. Title of publication. Publisher's name, Place of publication, Pagination.

Example:

India. Ministry of Water Resources, River Development & Ganga Rejuvenation. 2019. Annual Report 2018-19, published by Central Water Commission, New Delhi, 290 p.

- E. **Website reference:** Name of the website. Title. Date of visit to the website.

**Example:**

<http://www.indiaenvironmentportal.org.in/> India Environmental Portal, Central Water Commission report on Kerala floods, 1/8/19.



# TITLE PAGE

**“Title of the Research Project”**

Research Project  
Submitted  
For the award of degree of

**Master of Business Administration**

Under the Supervision of:

.....(Name of Guide)

.....(Designation)

Submitted By:

.....(Name of Student)

University Roll No.:.....

Department of Business Administration



**CHAUDHARY DEVI LAL UNIVERSITY**

**SIRSA (HARYANA)**

Session: \_\_\_\_\_

*Signature*

## **ACKNOWLEDGEMENT**

I am grateful to Department of Business Administration, Chaudhary Devi Lal University, Sirsa for having given me an opportunity of career enhancement by carrying out the current research work.

I am extremely and heartfelt thankful to my guide ..... for having guided me with his/ her valuable inputs and extending all his/ her support throughout my research work and carving another milestone in my academic journey. Without his/ her valuable guidance and support this would not have been possible.

.....  
**(Name of Student)**



## **SUPERVISOR'S CERTIFICATE**

Certified that Mr./Ms. .... has completed the present research work entitled “.....” for the award of Master of Business Administration under my supervision and guidance. The originality of the research work is also verified by well-developed software of plagiarism. This research report embodies his/her original work and it has not been submitted in part or full for any other degree or diploma of the University or any other University/Institute. I certified that feedback and comments obtained during pre-submission seminar have suitably been incorporated in the thesis.

I wish him/her every success in future.

*Supervisor:*

..... (Name)

..... (Designation)

Department of Business Administration

Chaudhary Devi Lal University, Sirsa

Dated: \_\_\_\_\_



**DECLARATION**

I ..... hereby declare that the present thesis entitled “.....” is an original research work done by me for the award of Master of Business Administration and it has not been submitted in part or full for any other degree or diploma of the University or any other University/Institution. As far the contribution of others is concerned, every effort has been made to indicate clearly. Thesis is also checked by plagiarism software recommended by Chaudhary Devi Lal University, Sirsa. The plagiarism is within the limits specified by the university.

The work has been done under the supervision of Prof./Dr./Mr./Ms. ...., Department of Business Administration, Chaudhary Devi Lal University, Sirsa.

I confirm that the above is true statement.

.....

MBA 4<sup>th</sup> Sem.

(Reg. No. ....)

Dated: \_\_\_\_\_



**GUIDELINES  
FOR  
INTERNSHIP TRAINING AND SUMMER  
TRAINING REPORT**



**DEPARTMENT OF BUSINESS ADMINISTRATION  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

**(Effective from Session 2025-26)**

*[Signature]*

## Guidelines for Internship Training and Summer Training Report

The duration for the training will be **6 to 8 weeks** after the completion of examinations of 2<sup>nd</sup> semester. The last date for the submission of the confirmation letter from the company is 31<sup>st</sup> August of each Year just after completion of Training/ Internship.

### Important Instructions:

#### 1. Paper and Typing

|                  |  |
|------------------|--|
| Paper to be used | White Paper  |
| Paper size       | A4 size (8.27" × 11.69" inches)  |
| Margin           | Right side - 0.8 inches<br>Left side - 1.4 inches<br>Top - 1.2 inches<br>Bottom - 1 inch |
| Font             | Times New Roman  |
| Font size        | 12 points  |
| Spacing          | 1.5 between lines  |
| Printing         | Single sides of the sheet  |

#### 2. Illustrations and Photographs

The illustrations and photographs should be depicted in the thesis text at the relevant places.

#### 3. Structure of the Thesis

##### 3.1. Title Page (Sample attached in Annexure-I)

Black Color page with golden printing

##### 3.2. Acknowledgement (Sample attached in Annexure-II)

##### 3.3. Declaration (Sample attached in Annexure-III)

##### 3.4. Table of Contents

The chapter headings and also the sub-titles, if any, with appropriate page references should be part of the thesis as "Table of Contents" in tabular form. It will be placed next to the certificate sheets (Certificate- I and Certificate- II). This should be followed as applicable by:

- a. List of Tables
- b. List of Figures
- c. List of Plates
- d. List of abbreviations/Symbols

Format for (a), (b) and (c) is:

| Table/Figure/Plate No. | Title | Page |
|------------------------|-------|------|
|                        |       |      |

And for (d)

| Abbreviation | Extended/ full form |
|--------------|---------------------|
|              |                     |



### 3.5. Thesis chapters

The thesis should consist of the following chapters:

1. Introduction
2. Company Profile
3. Functioning of various Departments
4. Summer Project Work
5. Conclusion
6. Appendices
7. References/ Bibliography

### 3.6. Format for the Chapter style

The following format for all the chapters and its contents be strictly followed:

Chapter title - ALL CAPITALS

Heading of the Section - Title case

Heading of the subsection - Sentence case

### Guidelines for Writing Chapter Wise Report

Chapter I. It should be titled as "INTRODUCTION". The Introduction chapter should include the Importance, Objectives, Scope and Period of the training as well as Chaptalization scheme.

Chapter II. It should be titled as "COMPANY PROFILE". Company Profile should brief about the origin and growth of the organization; various departments and its activities. Organization Chart should be included in this chapter.

Chapter III. It should be titled as "FUNCTIONS OF VARIOUS DEPARTMENTS". The third chapter should cover the objectives of the different departments and its functioning.

Chapter IV. It should contain the Summer Project Work.

The main text will be divided into several chapters and each chapter may be further divided into several divisions and sub-divisions. Each chapter should be given an appropriate title.

Tables and figures in a chapter should be placed in the immediate vicinity of the reference where they are cited. Foot notes should be used sparingly. They should be typed single space and placed directly underneath in the very same page, which refers to the material they annotate.

Chapter V. Final Chapter of the report should be titled as "CONCLUSION". The Conclusion part should include the observations made by the trainee in each of the department and the extent of fulfillment of training objectives.

### FORMAT FOR INTERNSHIP TRAINING AND SUMMER PROJECT REPORT

The report should be bound with pages in the following sequence -

1. Cover page - Outer cover of the report.
2. Front page - The format of Cover page and Front page should be the one and the same.
3. Certificate
4. Company Certificate
5. Declaration
6. Acknowledgement
7. Contents

8. List of Tables
9. List of Figures/Charts
10. List of Abbreviations
11. Appendices

#### 4. Literature Cited

The standard style should be used for quoted references to mention in the chapter "Literature Cited".

The references should be arranged strictly alphabetically. The items of information of different types of publications should be given as per the recommended style as below:

- A. **Journal Article:** Name(s) of author(s). Year of publication of the article. Title of the article. Name of the journal (*in italics*), Volume No. (issue No.): page(s). The name of the journal should be abbreviated according to International Standards Organization rules.

**Example:**

**Fatima, T., Maqbool, K. and Hussain, Z. 2018.** Potential health benefits of fenugreek. *J. Med. Plants. Stud.*, 6(2): 166-169.

- B. **Book:** Name(s) of author(s). Year of publication. Title of the book. Volume No. (in case of multivolume book), Edition No. (if it is later than I edition). Publisher's name, Place of Publication. Pagination (when a particular page of the book is cited then 'p' should be mentioned before page number cited; 'p' following the page number means total number of pages contained in the document).

**Example:**

**Nadarajan, N., Manivannan, N. and Gunasekaran, M. 2016.** Quantitative genetics and Biometrical Techniques in Plant breeding. Kalyani Publishers, Ludhiana, India. 324 p.

- C. **Contribution to Conference/Workshop/Symposium/ Seminar Proceeding:** Name(s) of author(s). Year of publication. Title of contribution. Connecting word '*In*': and the following items of information of the host document: Name of the Conference, Place and Date of the Conference etc. Title of the publication. Name(s) of editor(s). Place of publication, Publisher's name. Pagination. (as indicated in C.)

**Example:**

**Prasad, Jyothi, Swai, A. and Prasad, H. J. S. 2019.** Dam breach analysis- A case study of Haripura Dam of Uttarakhand. '*In: International Humboldt Kolleg on Climate, Water and Environment (LIMIT-2019)*' at Nainital (ATI), during. September 25-27. pp. 93-94.

- D. **Government Publications:** Name of Territory. Name of the Ministry, etc. Name of the Department, Section, etc. Year of publication. Title of publication. Publisher's name, Place of publication, Pagination.

**Example:**

India. Ministry of Water Resources, River Development & Ganga Rejuvenation. 2019. Annual Report 2018-19, published by Central Water Commission, New Delhi, 290 p.

- E. **Website reference:** Name of the website. Title. Date of visit to the website.

**Example:**

<http://www.indiaenvironmentportal.org.in/> India Environmental Portal, Central Water Commission report on Kerala floods, 1/8/19.



# TITLE PAGE

“Title of the Summer Training/ Internship Report”  
Summer Training Report/ Internship report

Submitted  
For the award of Degree of  
Master of Business Administration

Submitted To:  
Department of Business Administration

Submitted By:  
(Name of Student)  
University Roll No.

Department of Business Administration



CHAUDHARY DEVI LAL UNIVERSITY  
SIRSA

Session:

## ACKNOWLEDGEMENT

I am grateful to Department of Business Administration, Chaudhary Devi Lal University, Sirsa for having given me an opportunity of career enhancement by carrying out the current Summer Training/ Internship work.

I am extremely and heartfelt thankful to the department faculty members and company persons for having guided me with his/ her valuable inputs and extending all his/ her support throughout my Summer Training/ Internship work and carving another milestone in my academic journey. Without their valuable guidance and support this would not have been possible.

.....  
(Name of Student)



**DECLARATION**

I ..... hereby declare that the present Summer Training/ Internship entitled “.....” is an original work done by me for the award of Master of Business Administration and it has not been submitted in part or full for any other degree or diploma of the University or any other University/Institution. As far the contribution of others is concerned, every effort has been made to indicate clearly. Thesis is also checked by plagiarism software recommended by Chaudhary Devi Lal University, Sirsa. The plagiarism is within the limits specified by the university.

I confirm that the above is true statement.

.....

(Reg. No. ....)

Dated: \_\_\_\_\_



# GUIDELINES FOR CASE STUDY PROJECT



DEPARTMENT OF BUSINESS ADMINISTRATION  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

**(Effective from Session 2025-26)**

*Speaks*

## Guidelines for Case Study Project

The students may undertake a Case Study Project when entering into MBA (One Year) without completion of Summer Training. The topic of Case Study Project will be finalized in the month of August when taking admission into 1<sup>st</sup> Semester (3<sup>rd</sup> semester of 2 Year MBA Programme) by committee recommended by the Chairperson/ Principal of UTD/ Institution. A guide will be allotted by the department to the student. The student before committee will present the findings of the Case Study Project. After the approval of committee, three copies of the Case Study Project, will be submitted by students up to **30<sup>th</sup> November** of the concerned semester/ year during the 3<sup>rd</sup> Semester without any late fee. After that late fee will be charged as per university rules. **The workload equal to one credit, who will supervise two students, will be included in teacher's workload.** Total pages would be 30-40.

### Important Instructions:

#### 1. Paper and Typing

|                  |  |
|------------------|--|
| Paper to be used | White Paper  |
| Paper size       | A4 size (8.27" × 11.69" inches)  |
| Margin           | Right side - 0.8 inches<br>Left side - 1.4 inches<br>Top - 1.2 inches<br>Bottom - 1 inch |
| Font             | Times New Roman  |
| Font size        | 12 points  |
| Spacing          | 1.5 between lines  |
| Printing         | Single sides of the sheet  |

#### 2. Illustrations and Photographs

The illustrations and photographs should be depicted in the thesis text at the relevant places.

#### 3. Structure of the Report

##### 3.1. Title Page (Sample attached in Annexure-I)

Black Color page with golden printing

##### 3.2. Acknowledgement (Sample attached in Annexure-II)

##### 3.3. Certificate issued from Guide (Sample attached in Annexure-III)

##### 3.4. Declaration (Sample attached in Annexure-IV)

##### 3.5. Table of Contents

The chapter headings and also the sub-titles, if any, with appropriate page references should be part of the thesis as "Table of Contents" in tabular form. It will be placed next to the certificate sheets (Certificate- I and Certificate- II). This should be followed as applicable by:

- a. List of Tables
- b. List of Figures
- c. List of Plates
- d. List of abbreviations/Symbols

Format for (a), (b) and (c) is:

| Table/Figure/Plate No. | Title | Page |
|------------------------|-------|------|
|                        |       |      |

And for (d)

| Abbreviation/ Acronym | Extended/ full form |
|-----------------------|---------------------|
|                       |                     |

#### 4. Thesis chapters

The thesis should consist of the following chapters:

1. Introduction
2. Literature Review
3. Case/ Problem Identification
4. Analysis and Interpretations
5. Develop and Evaluation of Solutions
6. Recommendations for Action
7. References/ Bibliography

#### Format for the Chapter style

The following format for all the chapters and its contents be strictly followed:

Chapter title - ALL CAPITALS

Heading of the Section - Title case

Heading of the subsection - Sentence case

#### 5. Plagiarism Certificate

The certificate will be issued by Research Guide through the platform approved by University or attested by the Research Guide if not issued by his/ her own ID.

#### 6. Literature Cited

The standard style should be used for quoted references to mention in the chapter "Literature Cited".

The references should be arranged strictly alphabetically. The items of information of different types of publications should be given as per the recommended style as below:

- A. **Journal Article:** Name(s) of author(s). Year of publication of the article. Title of the article. Name of the journal (*in italics*), Volume No. (issue No.): page(s). The name of the journal should be abbreviated according to International Standards Organization rules.

##### Example:

**Fatima, T., Maqbool, K. and Hussain, Z. 2018.** Potential health benefits of fenugreek. *J. Med. Plants. Stud.*, 6(2): 166-169.

- B. **Book:** Name(s) of author(s). Year of publication. Title of the book. Volume No. (in case of multivolume book), Edition No. (if it is later than I edition). Publisher's name, Place of Publication. Pagination (when a particular page of the book is cited then 'p' should be mentioned before page number cited; 'p' following the page number means total number of pages contained in the document).

##### Example:

**Nadarajan, N., Manivannan, N. and Gunasekaran, M. 2016.** Quantitative genetics and Biometrical Techniques in Plant breeding. Kalyani Publishers, Ludhiana, India. 324 p.

- C. **Contribution to Conference/Workshop/Symposium/ Seminar Proceeding:** Name(s) of author(s). Year of publication. Title of contribution. Connecting word '*In*': and the following items of information of the host document: Name of the Conference, Place and Date of the Conference etc. Title of the publication. Name(s) of editor(s). Place of publication, Publisher's name. Pagination. (as indicated in C.)

##### Example:

**Prasad, Jyothi, Swai, A. and Prasad, H. J. S. 2019.** Dam breach analysis- A case study of Haripura Dam of Uttarakhand. '*In: International Humboldt Kolleg on Climate, Water and Environment (LIMIT-2019)*' at Nainital (ATI), during, September 25-27. pp. 93-94.

- D. **Government Publications:** Name of Territory. Name of the Ministry, etc. Name of the Department, Section, etc. Year of publication. Title of publication. Publisher's name, Place of publication, Pagination.

Example:

India. Ministry of Water Resources, River Development & Ganga Rejuvenation. 2019. Annual Report 2018-19, published by Central Water Commission, New Delhi, 290 p.

E. **Website reference:** Name of the website. Title. Date of visit to the website.

**Example:**

<http://www.indiaenvironmentportal.org.in/> India Environmental Portal, Central Water Commission report on Kerala floods, 1/8/19.



# TITLE PAGE

“Title of the Case Study Report”  
A Case Study Report

Submitted  
For the award of Degree of  
Master of Business Administration

Under the Guidance of:  
(Name of Guide)  
Department of Business Administration

Submitted By:  
(Name of Student)  
University Roll No.

Department of Business Administration



CHAUDHARY DEVI LAL UNIVERSITY  
SIRSA

Session:

*Signature*

## ACKNOWLEDGEMENT

I am grateful to Department of Business Administration, Chaudhary Devi Lal University, Sirsa for having given me an opportunity of career enhancement by carrying out the current case study project work.

I am extremely and heartfelt thankful to my guide ..... for having guided me with his/ her valuable inputs and extending all his/ her support throughout my research work and carving another milestone in my academic journey. Without his/ her valuable guidance and support this would not have been possible.

.....  
(Name of Student)



**SUPERVISOR'S CERTIFICATE**

Certified that Mr./Ms. .... has completed the present case study project work entitled “.....” for the award of Master of Business Administration under my supervision and guidance. The originality of the research work is also verified by well-developed software of plagiarism. This research report embodies his/her original work. I certified that feedback and comments obtained during pre-submission seminar have suitably been incorporated in the thesis.

I wish him/her every success in future.

*Supervisor:*

..... (Name)

..... (Designation)

Department of Business Administration

Chaudhary Devi Lal University, Sirsa

Dated: \_\_\_\_\_



**DECLARATION**

I ..... hereby declare that the present work entitled “.....” is an original work done by me for the award of Master of Business Administration and it has not been submitted in part or full for any other degree or diploma of the University or any other University/Institution. As far the contribution of others is concerned, every effort has been made to indicate clearly. Thesis is also checked by plagiarism software recommended by Chaudhary Devi Lal University, Sirsa. The plagiarism is within the limits specified by the university.

The work has been done under the supervision of Prof./Dr./Mr./Ms. ...., Department of Business Administration, Chaudhary Devi Lal University, Sirsa.

I confirm that the above is true statement.

.....

MBA 4<sup>th</sup> Sem.

(Reg. No. ....)

Dated: \_\_\_\_\_

