

**Pimpri Chinchwad Education Trust's**

**Pimpri Chinchwad University**

**Sate, Pune - 412106**



**Curriculum Structure**

**Master of Business Administration (MBA)**

**(INTERNATIONAL)**

**(Pattern 2025)**

**School of Management**



**Effective from Academic Year 2025-26**

## **Preamble:**

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever-changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

## **Vision and Mission of Programme:**

**Vision** - Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

### **Mission**

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.

## **Program Educational Objectives (PEOs):**

**Post-Graduates from the MBA program are expected to attain or achieve the following.**

### **Program Educational Objectives:**

- Comprehensive knowledge of technical concepts, technology platforms, and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

## **Program Outcomes (POs)**

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.
- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner

- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will have an in-depth comprehension of various business functions, encompassing finance, marketing, operations, and human resources, and will be capable of applying this knowledge to address real-world business challenges.
- **PO10: Decision-Making:** Students will exhibit an awareness of ethical considerations in business and possess the capacity to make informed and responsible decisions that are in accordance with ethical principles and social responsibility.

### **Program Specific Outcomes (PSo)**

1. Strategic Decision-Making: MBA graduates will demonstrate proficiency in analysing complex business scenarios and making strategic decisions for organizational success.
2. Effective Leadership: Graduates will possess strong leadership skills, enabling them to inspire and guide teams towards achieving business objectives.
3. Business Acumen: MBA program graduates will showcase a comprehensive understanding of various business functions, such as finance, marketing, operations, and human resources.
4. Ethical Decision-Making: Graduates will exhibit the ability to make ethical and socially responsible decisions in the business environment.
5. Global Perspective: MBA graduates will develop a global mindset, understanding the impact of globalization and cultural diversity on business operations and effectively navigating the global marketplace



### Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviations
1.	Major Management Subjects	<b>MAJM</b>
2.	Professional Elective	<b>ELECTIVE</b>
3.	Major Specialization (MAJE)	<b>MAJE</b>
4.	Field Project	<b>FP</b>
5.	Research Methodology	<b>RM</b>
6.	Value Added Courses	<b>VAC</b>
7.	Ability Enhancement Courses	<b>AEC</b>

## MBA Curriculum Structure

### School of Management

Program Structure of Masters of Business Administration 2025-27 MBA International

WEF: A.Y. 2025-26 (Pattern 2025)

#### Semester I

Course Code	Course Name	Course Type	Teaching Scheme					PR/OR	Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs		CIA	ESA	Total
PMI101	Principles and Practices of Management & OB	MAJM	3	0	0	3	3	-	40	60	100
PMI102	Managerial Economics	MAJM	3	0	0	3	3	-	40	60	100
PMI103	Accounting for Managers	MAJM	3	0	0	3	3	-	40	60	100
PMI104	Business Statistics & Analytics	MAJM	3	0	0	3	3	-	40	60	100
PMI106	Professional Elective 1	Elective	3	0	0	3	3	-	40	60	100
PMI107	Minor Project (Start-up)	FP	1	1	0	2	3	-	50	-	50
PMI108	Business Fundamentals in Contemporary World	MOOC	4	0	0	4	4	-	40	60	100
	Total		20	1	0	21	22	0	290	360	650
	Professional Electives										
PMI106A	Marketing Management										
PMI106B	International Business										

#### Semester II

Course Code	Course Name	Course Type	Teaching Scheme					PR/OR	Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs		CIA	ESA	Total
PMI109	Financial Management for Managers	MAJM	3	0	0	3	3	0	40	60	100
PMI110	Operations and Supply Chain Management	MAJM	3	0	0	3	3	0	40	60	100
PMI111	Business Research Methods	MAJM	3	0	0	3	3	0	40	60	100
PMI112	Operations Research	MAJM	3	0	0	3	3	0	40	60	100
PMI113	Professional Elective 2	Elective	3	0	0	3	3	0	40	60	100
PMI114	Strategic Corporate Communication	AEC	2	0	0	2	2	0	50	0	50
PFIL101	Foreign Language - I	AEC	2	0	0	0	2	0	50	0	50
PMI115	Business Model Innovation and Brand Management	MOOC	4	0	0	4	4	0	40	60	100
	Total		23	0	0	21	23	0	340	360	700

	<b>Professional Electives</b>										
<b>PMI113A</b>	<b>Human Resource Management</b>	<b>Elective</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>40</b>	<b>60</b>	<b>100</b>
<b>PMI113B</b>	<b>Consumer Behavior</b>	<b>Elective</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>40</b>	<b>60</b>	<b>100</b>
	<b>Foreign Language I</b>										
<b>PFIL101A</b>	<b>Foreign Language I: GERMAN</b>	<b>AEC</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>
<b>PFIL101B</b>	<b>Foreign Language I: JAPANESE</b>	<b>AEC</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>

**Exit Policy - PG Diploma in MBA:** Students who opt to exit after completion of the first year and have scored required credits offered by the school in the program structure will be awarded a PG diploma in MBA, provided they must earn additional credits during the summer vacation of the first year.

<b>First Year</b>										
<b>Course Code</b>	<b>Course Name</b>	<b>Course Type</b>	<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
								<b>Theory</b>		<b>Total</b>
			<b>Th</b>	<b>Prac</b>	<b>Tut</b>	<b>Credit</b>	<b>Hrs</b>	<b>CIA</b>	<b>ESA</b>	
<b>UDIEXPG201</b>	<b>Prog. Spec. Sub./MOOCs</b>	<b>VSC</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>40</b>	<b>60</b>	<b>50</b>
<b>UDIEXPG202</b>	<b>Project/ Internship</b>	<b>VSC</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>50</b>	<b>100</b>	<b>150</b>

## COURSE CURRICULUM

<b>Name of the Program:</b>		MBA		<b>Semester: I</b>		<b>Level: PG</b>	
<b>Course Name</b>		Principles and Practices of Management & Organizational Behavior		<b>Course Code/ Course Type</b>		PMI101/MAJM	
<b>Course Pattern</b>		2025		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment)</b>	<b>Practical/Oral</b>
3	-	-	3	3	40	60	
<b>Pre-Requisite:</b> Bachelor's Degree							
Course Objectives (CO):					The objectives of PPOM & OB course are: <div><div>1.</div><div>Recall the basic concepts and principles of management.</div><div>2.</div><div>Recognize the ability to apply the multifunctional approach to organizational objectives.</div><div>3.</div><div>Apply professional mastery; managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization.</div><div>4.</div><div>Evaluate and have better control over resources for effective management.</div><div>5.</div><div>Design and create an evaluation system where principles of management will enhance decision-making abilities and sharpen tools for the purpose.</div></div>		
Course Learning Outcomes (CLO):					Students would be able to: <div><div>1.</div><div>Identify cases as real time experience in the field of Management and Organizational Behavior.</div><div>2.</div><div>Explain conceptual knowledge of management, various functions of Management and theories in OB.</div><div>3.</div><div>Comprehend and apply management and behavioral models to relate attitude, perception and personality.</div><div>4.</div><div>Analyze the recent trends in Management and models in organizational behavior for better control.</div><div>5.</div><div>Decide/evaluate ongoing business situations through the application of the management principles.</div></div>		

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Introduction:</b> Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Planning:</b> Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques; <b>Organising:</b> Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures; <b>Leading:</b> Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership;	<b>CLO 2</b>	<b>9</b>

<b>Controlling:</b> Meaning, Importance, Steps in the control process, Types of Control		
<b>UNIT III</b>		
<b>Organisational Behaviour:</b> Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Behavioural Dynamics:</b> MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organization, Values in the workplace, Types of values; <b>Perception:</b> Meaning, Model of Perceptual process. Emotions in workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management; <b>Motivation:</b> Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Teams &amp; Culture: Teams:</b> Advantages of Teams, Model of Team Effectiveness, Stages of Team Development, Power, Meaning, Sources, and Contingencies of Power, Consequences of Power; <b>Culture:</b> Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45</b>

#### Textbooks:

1. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
2. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014
3. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010. 01.02.2023 12.01.2023

#### Reference Books:

1. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers
2. Williams. Management, (International edition) South-western Cengage Learning.
3. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House

#### Online Resources/E-Learning Resources:

1. Principles of Management (<https://www.coursera.org/learn/principlesofmanagement>)
2. Certification in Principles and Practices of Management (<https://www.udemy.com/course/certification-in-principles-and-practices-of-management/?couponCode=ST8MT40924>)
3. Principles of Management (<https://open.lib.umn.edu/principlesmanagement/>)



## COURSE CURRICULUM

<b>Name of the Program:</b>		<b>MBA</b>		<b>Semester: I</b>		<b>Level: PG</b>	
<b>Course Name</b>		<b>Managerial Economics</b>		<b>Course Code/ Course Type</b>		PMI102 / MAJM	
<b>Course Pattern</b>		<b>2025</b>		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA</b>	<b>ESA</b>	<b>Practical/Oral</b>
3	-	-	3	3	40	60	-
<b>Pre-Requisite:</b> Bachelor's Degree							
Course Objectives (CO):				The objectives of Managerial Economics are: <div>1. Recall the importance of Managerial Economics in management and businesses.</div> <div>2. Apply the principles of managerial economics to achieve business objectives.</div> <div>3. Equipped with the tools necessary to forecast product demand.</div> <div>4. Apply the latest pricing strategies effectively.</div> <div>5. Comprehend and analyze the macro environment affecting business decision-making.</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. Comprehend microeconomic concepts for effective decision-making in uncertain times.</div> <div>2. Apply demand and supply laws, elasticities, and demand prediction for resource optimization.</div> <div>3. Evaluate production changes' impact on output and costs, linking to business volatility analysis.</div> <div>4. Gain insights into production variations, cost influence on businesses, and volatility analysis.</div> <div>5. Grasp macroeconomic concepts and their impact on businesses and the economy</div>			

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Basic Concepts and principles:</b> Concept of Economy, Economics, Microeconomics, Macroeconomics, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Utility – Meaning, Cardinal Utility and Ordinal Utility, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Demand and Supply Analysis:</b> Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, Forecasting: Introduction, Meaning and Forecasting,	<b>CLO 2</b>	<b>9</b>

Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Product. Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.		
<b>UNIT III</b>		
<b>Production and Cost analysis:</b> Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with two variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Market structure and Pricing Practices:</b> -Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: - Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>General Economics and Indian Business Environment</b> Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Indian Business environment: -Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45</b>

#### **Text Books:**

1. "Managerial Economics: Principles and Worldwide Applications" by D.N. Dwivedi (Publication: Vikas Publishing House, Edition: 2020)
2. "Managerial Economics" by Yogesh Maheshwari (Publication: PHI Learning Pvt. Ltd., Edition: 3rd, Year: 2019)

#### **Reference Books:**

1. "Managerial Economics: Analysis, Problems, Cases" by Truett and Truett (Publication: Cengage Learning, Edition: 13th, Year: 2020)
2. "Managerial Economics: Economic Tools for Today's Decision Makers" by Paul G. Keat and Philip K. Y. Young (Publication: Pearson, Edition: 9th, Year: 2021)
3. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice (Publication: McGraw-Hill Education, Edition: 12th, Year: 2020)
4. "Managerial Economics in a Global Economy" by Dominick Salvatore (Publication: Oxford University Press, Edition: 8th, Year: 2021)

#### **Online Resources/E-Learning Resources:**

1. [https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles\\_of\\_Management\\_Economics\\_15497.pdf](https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Management_Economics_15497.pdf)
2. [https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem\\_1/DEECO515\\_MANAGERIAL\\_ECONOMICS.pdf](https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_1/DEECO515_MANAGERIAL_ECONOMICS.pdf)

## COURSE CURRICULUM

<b>Name of the Program:</b>		<b>MBA</b>		<b>Semester: I</b>		<b>Level: PG</b>	
<b>Course Name</b>		<b>Accounting for Managers</b>		<b>Course Code/ Course Type</b>		PMI103/MAJM	
<b>Course Pattern</b>		<b>2025</b>		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>The ory</b>	<b>Practica l</b>	<b>Tutoria l</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment)</b>	<b>Practical/Oral</b>
3	-	-	3	3	40	60	-
<b>Pre-Requisite:</b> Bachelor's Degree							
Course Objectives (CO):				<b>The objectives of Accounting for Managers are:</b> <div>1. Recall accounting as an information system and the language of business. 2. Recognize the preparation and presentation of financial statements. 3. Apply various financial tools and techniques for enhanced analytical power in decision-making. 4. Evaluate current trends and social responsibility accounting. 5. Design and create familiarity with accounting in difficult economic conditions.</div>			
Course Learning Outcomes (CLO):				<b>Students would be able to:</b> <div>1. Comprehend accounting during difficult times to ensure sustainability. 2. Comprehend and apply accounting concepts, principles, and conventions for routine monetary transactions. 3. Comprehend and prepare financial statements and cash flow in accordance with Generally Accepted Accounting Principles. 4. Comprehend and analyze the financial statements of a company. 5. Recognize various types of accounting and utilize technology and social responsibility to facilitate and enhance accounting and financial reporting processes.</div>			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Introduction to Financial Accounting:</b> Meaning and Scope of Accounting, Nature of Accounting, Accounting Concepts and Conventions, GAAP, Types of accounts, Double Entry System of Accounting, recording of transactions: journalizing, ledger posting, preparation of Trial Balance. Final Account	<b>CLO 1</b>	<b>09</b>
<b>UNIT II</b>		
<b>Preparation of Financial Statements:</b> Preparation of Companies Financial Statements: as per Revised Schedule III of Companies Act, 2013: Income Statement and Balance Sheet, Cash flow Statement as Per AS-3. Accounting for Depreciation	<b>CLO 2</b>	<b>09</b>
<b>UNIT III</b>		
<b>Analysis of Financial Statements:</b> Comparative and Common Size Statement, Trend Analysis, Inter Firm Comparison, Ratio Analysis: Liquidity ratios, Solvency ratios, Profitability ratios, activity/turnover ratios, Market capitalization ratios; DuPont Analysis	<b>CLO 3</b>	<b>09</b>

<b>UNIT IV</b>		
<b>Introduction to Cost &amp; Management Accounting:</b> Elements of Cost, Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis, Budgeting-Fixed & Flexible budget.	<b>CLO 4</b>	<b>09</b>
<b>UNIT V</b>		
<b>Latest Developments, Trends &amp; Practices:</b> Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility, Introduction to Sustainability Accounting, ESG reporting.	<b>CLO 5</b>	<b>09</b>
<b>Total Hours</b>		<b>45</b>

#### **Textbooks:**

1. "Financial Accounting for Management: Text and Cases" by Ambrish Gupta Edition: Latest edition available at the time (e.g., 10th edition as of 2022) Publication Year: Varies depending on the edition
2. "Management Accounting" by Dr. M. N. Arora Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Managers" by Dr. R. N. Pillai and Bagavathi Edition: Latest edition available at the time (e.g., 1st edition as of 2022) Publication Year: Varies depending on the edition

#### **References:**

1. "Management Accounting: Text, Problems and Cases" by M. N. Arora Edition: Latest edition available at the time (e.g., 4th edition as of 2022) Publication Year: Varies depending on the edition.
2. "Management Accounting: Principles and Practice" by V. K. Saxena and C. D. Vashist Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Management" by Amresh Kumar Edition: Latest edition available at the time (e.g., 3rd edition as of 2022) Publication Year: Varies depending on the edition

#### **Online Resources/E-Learning Resources**

1. [https://www.edx.org/learn/accounting/indian-institute-of-management-bangalore-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=3&linked\\_from=autocomplete&c=autocomplete](https://www.edx.org/learn/accounting/indian-institute-of-management-bangalore-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=3&linked_from=autocomplete&c=autocomplete)
2. [https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=4&linked\\_from=autocomplete&c=autocomplete](https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=4&linked_from=autocomplete&c=autocomplete)
3. <https://archive.nptel.ac.in/courses/110/105/110105146/>

## COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Statistics & Analytics		Course Code/ Course Type		PMI104/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment )	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Business Statistics & Analytics are: 1. Recall the different basic concepts/fundamentals of business statistics. 2. Recognize the importance of measures of Descriptive statistics, which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis, and their implication on Business performance. 3. Apply the concept of Probability and its usage in various business applications. 4. Evaluate the Hypothesis Testing concepts and use inferential statistics - t, F, Z Test, and Chi Square Test. 5. Design and create the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Gain Knowledge of basic concepts / fundamentals of business statistics. 2. Compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance. 3. Evaluate basic concepts of probability and perform probability theoretical distributions 4. Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test 5. Perform practical application by taking managerial decisions and evaluating the Concept of Business Analytics.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Descriptive Statistics:</b> Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Time Series &amp; Index Number:</b> Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers: - Meaning, Types of index numbers, uses of index	<b>CLO 2</b>	<b>9</b>



numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.		
<b>UNIT III</b>		
<b>Correlation &amp; Regression Analysis</b> : Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Probability Theory &amp; Distribution</b> : Probability: Theory of Probability, Addition and Multiplication Law, Bayes' Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Hypothesis Testing &amp; Business Analytics</b> : Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test) Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spreadsheet to analyze data-Descriptive analytics and Predictive analytics.	<b>CLO 5</b>	<b>9</b>
<b>Total Hours :</b>		<b>45</b>

### Learning resources

#### Textbooks:

1. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing,2024-25
2. N D Vohra - Business Statistics, TATA McGrawHill,2017
3. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill,2017

#### Reference Books:

1. "Principles of Statistics" by M.G. Bulmer
2. "Statistics for Management" by Richard I. Levin, David S. Rubin
3. Ken Black – Business Statistics, 5th ed., Wiley India

#### **Online Resources/E-Learning Resources**

1. <https://open.umn.edu/opentextbooks/textbooks/509>
2. <https://libguides.wccnet.edu/oer-subjects/business-statistics>
3. <https://openstax.org/details/books/introductory-business-statistics>

## PROFESSIONAL ELECTIVES

### COURSE CURRICULUM

<b>Name of the Program:</b>		MBA	<b>Semester : I</b>			<b>Level: PG</b>	
<b>Course Name</b>		Marketing Management	<b>Course Code/ Course Type</b>			PMI106A/Elective	
<b>Course Pattern</b>		<b>2025</b>	<b>Version</b>			1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment )</b>	<b>Practical/Oral</b>
3	0	0	3	3	40	60	0
<b>Pre-Requisite:</b> Bachelor's Degree							
Course Objectives (CO):				The objectives of Marketing Management are: 1. To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications 2. To recognize what marketing is all about and how it has impacted the world and their country 3. Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods 4. Analyze leveraging of effective communication channels in Marketing 5. Evaluate the global trends and derive specific strategies to stay competitive			
Course Learning Outcomes (CLO):				Students would be able to: 1. To identify scope of marketing and consumer behavior patterns 2. Explain an understanding of fundamental and major concepts of marketing and research 3. To apply the Ps of marketing and formulate strategies for the market 4. Analyze the communication & promotion strategies 5. Analyze the emerging issues in marketing			

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>Module I</b>		
<b>Module 1: Foundations of Marketing</b> – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	<b>CLO 1</b>	<b>9</b>
<b>Module II</b>		
<b>Module 2: Marketing Strategy &amp; Competitive Analysis</b> – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration	<b>CLO 2</b>	<b>9</b>
<b>Module III</b>		
<b>Module 3: Marketing Research &amp; Consumer Insights</b> – Introduction to Marketing Information Systems, Key Components of a Marketing Information System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research,	<b>CLO 3</b>	<b>9</b>

Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research		
<b>Module IV</b>		
<b>Module 4: Consumer Behavior &amp; Decision-Making</b> – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	<b>CLO 4</b>	<b>9</b>
<b>Module V</b>		
<b>Module 5: Market Segmentation, Positioning &amp; Strategy</b> – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	<b>CLO 5</b>	<b>9</b>
<b>Total Hours :</b>		<b>45</b>

### **Learning resources**

#### **Textbooks:**

1. "Principles of Marketing" by Philip Kotler and Gary Armstrong (19th Edition), 2023
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition) 2020
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

#### **Reference Books:**

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

#### **Online Resources/E-Learning Resources**

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephscollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

## COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		International Business		Course Code/ Course Type		PMI106B/ Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	NA
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of International Business are: 1. Provide foundational understanding of international business and its dynamic environment. 2. Develop analytical tools for decision-making in global trade and investment. 3. Introduce the role of MNCs, trade agreements, and economic institutions in shaping international markets. 4. Examine ethical, ecological, and cultural aspects of operating in international environments. 5. Prepare students for strategic thinking and adaptability in a globalized business world.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Describe key concepts, drivers, and modes of entry into international business, and explain the impact of globalization and MNCs. 2. Explain the impact of international economic, political, legal, technological, and cultural environments on business decisions. 3. Apply theories of international trade, FDI, and investment strategies to real-world business scenarios. 4. Analyze the functions and roles of international institutions and trade agreements in shaping global business environments. 5. Evaluate emerging issues like sustainability, digitalization, global value chains, and crises to formulate responsible global business responses.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>Unit 1</b>		
<b>Introduction to International Business:</b> Nature, scope, and importance of international business. Globalization and its implications. Modes of entry into international markets. Internationalization process. Multinational Corporations (MNCs): evolution, features, roles, and impacts. Reverse globalization and current global trade trends.	<b>CLO 1</b>	<b>9</b>
<b>Unit 2</b>		

<b>International Business Environment:</b> Nature and significance of international environment. Interconnectedness of global and local factors. Types of political systems. Political risks and risk mitigation. Government interventions and protectionism. Market economies vs. planned economies. Emerging vs. developed markets. Role of economic indicators (GDP, inflation, interest rates, etc.) Key international business laws. Regulatory challenges for MNCs. Dispute resolution mechanisms (e.g., ICSID, WTO dispute settlement). Hofstede's Dimensions, Trompenaars Model. Cross-cultural negotiations and communication. Cultural intelligence in international marketing. Global tech trends affecting trade and marketing. Role of e-commerce and AI in global expansion. Environmental Scanning & Analysis Tools	<b>CLO 2</b>	<b>9</b>
<b>Unit 3</b>		
International Trade and Investment - Theories of international trade. Foreign Direct Investment (FDI) vs. Foreign Portfolio Investment (FPI). Motives and modes of FDI: Greenfield, Brownfield, M&A. IPR issues and technology transfer. Basics of forex market and trade financing.	<b>CLO3</b>	<b>9</b>
<b>Unit 4</b>		
International Institutions and Agreements - WTO, IMF, World Bank, UNCTAD – functions and relevance. Trade barriers – tariffs and non-tariff barriers. Balance of Payment – components and significance. Regional trade blocs (EU, ASEAN, NAFTA/USMCA, etc.). Introduction to International Financial Reporting Standards (IFRS)	<b>CLO4</b>	<b>9</b>
<b>Unit 5</b>		
Contemporary Issues in International Business - Ecological and sustainability concerns. Outsourcing and global value chains. Impact of digitization and AI in international trade. Labor standards and environmental issues. Effects of global crises (e.g., COVID-19 pandemic) on global business	<b>CLO5</b>	<b>9</b>
<b>Total Hours</b>		<b>45 hours</b>

### Learning resources

#### Textbooks:

- Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
- International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
- Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
- International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.

#### References:

- International Economies by D.N. Krithani.
- International Business by Roger Bennett
- Business Environment by C.B. Gupta
- International Business by Francis Cherunillam



## COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Minor Project (Start-up)		Course Code/ Course Type		PMI107/ FP	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment )	Practical/Oral
1	1	-	2	3	50	0	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Minor Project (Start-up) are: 1. Recall key entrepreneurial concepts, market trends, and business planning frameworks. 2. Recognize market opportunities, gaps, and customer needs through analysis and research. 3. Apply entrepreneurial skills to generate ideas, validate concepts, and develop business plans. 4. Evaluate the effectiveness and viability of start-up ideas and plans through feedback and validation. 5. Design and implement innovative solutions, business plans, and prototypes for start-up ventures.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Apply knowledge of theoretical concepts in entrepreneurship to real-world start-up scenarios. 2. Apply knowledge of market analysis techniques to identify opportunities and inform decision-making. 3. Analyze market data and feedback to make informed decisions in start-up ventures. 4. Evaluate the start-up ideas and plans for feasibility and effectiveness. 5. Create innovative solutions for start-up concepts and prototypes to address market needs.			

### **Course Contents/Syllabus:**

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Introduction to Start-up Ecosystem:</b> Overview of entrepreneurship and start-up culture. Entrepreneurship Fundamentals. Characteristics of Successful Entrepreneurs. Types of start-ups: technology-based & social enterprises. Identifying market gaps and opportunities. Role of innovation in start-up success. Ethical considerations in start-up development. Start-Up Ecosystem	<b>CLO 1</b>	<b>3</b>
<b>UNIT II</b>		
<b>Ideation and Opportunity Recognition:</b> Ideation techniques: brainstorming, mind mapping, etc. Identifying customer pain points and unmet needs. Developing a unique value proposition (UVP). Creativity and design thinking in start-up ideation. Creativity and Innovation. Market Research and Analysis. Idea Generation and Screening.	<b>CLO 2</b>	<b>3</b>
<b>UNIT III</b>		

<b>Market Research and Customer Validation:</b> Importance of market research for start-ups. Conducting primary and secondary research. Identifying target customer segments. Customer validation techniques: surveys, interviews, etc. Analyzing competition and market trends. Ethical considerations in gathering and using market research data. Financial modeling and projections for start-ups.	<b>CLO 3</b>	<b>3</b>
<b>UNIT IV</b>		
<b>Business Plan Development:</b> Structure and components of a start-up business plan. Writing a compelling executive summary. Defining the start-up's mission, vision, and values. Marketing strategies and go-to-market plan. Business Model Canvas. Operational planning and team structure. Ethical considerations in business plan presentation and transparency.	<b>CLO 4</b>	<b>3</b>
<b>UNIT V</b>		
<b>Understanding User-Centric Design and Prototyping:</b> Understanding user-centric design revolves around prioritizing user needs, preferences, and behaviors in the design process. Low-fidelity prototypes for early-stage exploration, high-fidelity prototypes for detailed testing. Analyze user feedback to identify strengths, weaknesses, and areas for improvement in the prototype.	<b>CLO 5</b>	<b>3</b>
<b>Total Hours</b>		<b>15 Hours</b>

### Practical Plan

Sr. No	Assignment/Practical/Activity Title	Week Number/Turn	Details	CLO	Hours
1.	Practical 1: Exploring Entrepreneurial Opportunities	Week 1	Idea Generation Session: Brainstorm potential business ideas individually or in groups by considering interests, skills, and market trends.	CLO1	2
		Week 2	Research and analyze market trends to identify gaps and opportunities in specific industries or niches.		2
		Week 3	Invite a successful entrepreneur or industry expert to share their experiences, insights, and challenges faced during their entrepreneurial journey.		2
2.	Practical 2: Customer Discovery and Validation	Week 4	Design surveys to gather insights from potential customers regarding their preferences, needs, and pain points related to specific products or services.	CLO 2	2
		Week 5	Conduct interviews to identify real-world problems or pain points faced by target customers through surveys, interviews, or observation and validate business ideas by gathering feedback.		2
		Week 6	Based on the identified pain points, develop potential solutions or product/service offerings to address the identified needs.		2
3.	Practical 3: Strategic Planning and Business Model Development	Week 7	Use various techniques such as SWOT analysis, PESTEL analysis, and Porter's Five Forces to validate the opportunities identified in the market.	CLO 3	2
		Week 8	Work on structuring and writing a comprehensive business plan, including		2

			defining the mission, vision, and values, outlining marketing strategies, revenue models, and operational planning.		
		Week 9	Use the Business Model Canvas framework to visualize and iterate their business models, focusing on key elements such as value proposition, customer segments, channels, and revenue streams.		2
4.	Practical 4: Innovative Product Development and Pitch Presentation	Week 10	Present business plans in a simulated investor pitch scenario, where they showcase their start-up ideas, value propositions, revenue models, and operational plans.	CLO 4	2
		Week 11	Conceptualize product ideas using methods like sketching, modeling, or creating physical mock-ups with readily available materials.		2
		Week 12	Create low-fidelity prototypes of their product using basic materials like cardboard, foam, or clay, focusing on representing the core functionalities and features of the product.		2
5.	Practical 5: User Feedback and Prototype Iteration	Week 13	Conduct user feedback sessions by presenting prototypes to peers or potential users from diverse backgrounds and gather feedback on usability, functionality, and overall user experience, and make notes for iteration.	CLO 5	2
		Week 14	Iterate and improve prototypes to address any usability issues, enhance functionality, or incorporate new features based on user preferences.		2
		Week 15	Prepare comprehensive presentations showcasing their start-up ideas, product prototypes, business plans, and market validation findings.		2
Total Hours					30

#### **Textbooks:**

1. "Startup Opportunities: Know When to Quit Your Day Job" by Sean Wise and Brad Feld, Wiley, 2nd Edition.
2. "Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet, Wiley, 2nd Edition, 2024.
3. "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know" by Alejandro Cremades, John Wiley & Sons Inc, 1st edition (22 April 2016)

#### **Reference Books:**

1. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, Crown Currency; Illustrated edition (13 September 2011).
2. "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel and Blake Masters, Random House; 2014th edition (18 September 2014).
3. "Entrepreneurship Development" by S Anil Kumar, S C Poornima, M K Abraham, K Jayashree, NEW AGE International Pvt Ltd; Second edition (11 September 2023).

#### **Online Resources/E-Learning Resources:**

1. "Becoming an Entrepreneur" by Massachusetts Institute of Technology (edX)
2. "Thinking & Acting like an Entrepreneur" by RWTH Aachen University (edX)
3. "The Entrepreneurial Mindset" by Babson College (edX)

## COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Fundamentals in Contemporary world			Course Code/ Course Type		PMI108/ MOOC
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
4	-	-	4	4	40	60	-
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):			The objectives of course - 1. <b>Understand Core Business Principles:</b> Gain foundational knowledge of key business functions such as marketing, finance, operations, and management. 2. <b>Analyze Global Business Dynamics:</b> Explore how globalization, economic trends, and cultural factors influence business strategies in a contemporary context. 3. <b>Embrace Ethical and Sustainable Practices:</b> Recognize the importance of ethics, sustainability, and corporate social responsibility in modern business decision-making. 4. <b>Leverage Technology and Innovation:</b> Understand the impact of digital transformation, big data, and emerging technologies on business operations and competitive advantage. 5. <b>Develop Strategic Thinking Skills:</b> Enhance problem-solving and decision-making abilities to address complex challenges in today's dynamic business environment.				
Course Learning Outcomes (CLO):			Students would be able to: 1. Recall fundamental business concepts and terminology across key domains such as marketing, finance, and management. 2. Explain how global economic, social, and technological trends influence contemporary business practices. 3. Apply business theories and tools to solve real-world case studies and develop actionable strategies. 4. Analyze complex business scenarios to identify challenges, assess risks, and evaluate opportunities. 5. Critically evaluate the ethical and sustainability implications of business decisions in diverse contexts.				

### Course Contents/Syllabus:

Descriptors/Topics	Level	Hours
<b>Module I</b>		
<i>Power BI Fundamentals</i> Offered by Corporate Finance Institute by Coursera	Beginner	9
<b>Module II</b>		
<i>Foundation of Project Management</i> Offered by Google on Coursera	Beginner	18
<b>Module III</b>		
<i>Entrepreneurial Mindset</i> Offered by Tecnológico de Monterrey on Coursera	Beginner	16
<b>Module IV</b>		
<i>Launch Your Online Business</i> Offered by The State University of New York	Beginner	17
<b>Total Hours</b>		<b>30 Hours</b>

**Learning Resource: Coursera**

# **SEMESTER II**



## COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Financial Management for Managers		Course Code/ Course Type		PMI109 / MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practica l	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Financial Management for Managers are: 1. Recall the fundamentals of finance and financial analysis and agency problems/issues in corporate governance. 2. Recognize knowledge about various techniques used for analyzing various long-term projects. 3. Apply various capital structure techniques and select the best source of finance. 4. Evaluate various dividend models and their applicability. 5. Design and create acquaintance with working capital needs and evaluate working capital financing.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Comprehend the different basic concepts of financial management, financial analysis, and Corporate Governance. 2. Evaluate long-term investment decisions. 3. Apply analytical skills to select the best source of capital, structure, and leverage. 4. Comprehend the use and application of different models for the firm's optimum dividend pay-out. 5. Comprehend and apply analytical skills to select the best source of working capital and manage cash, receivables, and inventory.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Introduction to Financial Management:</b> its Evolution, Definition, Scope, and Objectives (Profit Maximization and Wealth Maximization), Capitalization, Functions of Finance Manager in Modern Age, Concept of Risk and Return, Corporate Governance and Agency Problem, Shareholders Value maximizing approach. Time Value of Money: Concept and numerical on compounding and discounting including annuity and perpetuity. Financial statement analysis, Various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, DuPont Analysis.	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Long Term Investment Decision / Capital Budgeting Decision:</b> Project Planning, Project report and feasibility study. Definition, features, challenges, types and assumptions of Capital budgeting decisions, financial viability tests / Evaluation techniques: Merits and demerits of each (ARR, PBP, NPV, PI, IRR, Modified IRR), Project selection under	<b>CLO 2</b>	<b>9</b>

capital rationing. Decision for projects with unequal lives. Concept of Cost of Capital: Cost of Equity, Cost of Debt, Cost of Preference, Cost of Reserves / Retained earnings and Weighted average cost of capital.		
<b>UNIT III</b>		
<b>Long Term Financing Decision / Capital Structure Decision:</b> Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance, Optimal Capital Structure, Theories of Capital Structure: NI approach, Traditional Approach, NOI Approach, MM Approach, The Trade-off theory. EBIT-EPS-MPS Analysis, Financial Break Even Point, Indifference Point Analysis and EPS Volatility. Leverage analysis: Meaning and types. Operating, financial and combined leverage along with its implications.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Dividend Decision:</b> - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical on Dividend policy	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Working Capital Management</b> - WCM Concept meaning components and classification; Determinants and need of Working Capital; Approaches of financing working capital requirements; Operating / Working Capital / Cash Cycle; Management of Cash; Management of Inventory; Management of Receivables and Payables; Financing Working capital requirements.	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45</b>

## Learning resources

### Text Books:

1. "Financial Management: Theory and Practice" by Prasanna Chandra (McGraw-Hill Education, Edition: 11th, Year: 2021)
2. "Financial Management: Text, Problems and Cases", Ravi M Kishore (Taxmann Publications, Edition: 5th, Year: 2019)

### Reference Books:

1. "Financial Management: Text, Problems and Cases" by M.Y. Khan and P.K. Jain (McGraw-Hill Education, Edition: 8th, Year: 2020)
2. "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston (Cengage Learning, Edition: 16th, Year: 2021)
3. "Corporate Finance" by Jonathan Berk and Peter DeMarzo (Pearson, Edition: 5th, Year: 2020)
4. "Financial Management: Principles and Applications" by Sheridan Titman, Arthur J. Keown, and John D. Martin (Pearson, Edition: 15th, Year: 2019)

### Online Resources/E-Learning Resources:

1. <https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/syllabus/>
2. <https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/>
3. <https://ocw.mit.edu/courses/15-402-finance-theory-ii-spring-2003/>

## COURSE CURRICULUM -

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Operations and Supply Chain Management		Course Code/ Course Type		PMI110 / MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practical	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment )	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Operations and Supply Chain Management are: 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges.			
Course Learning Outcomes (CLO):				<b>Students would be able to:</b> 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Introduction to Operations and Supply Chain Management:</b> Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Operations Processes:</b> Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.	<b>CLO 2</b>	<b>9</b>

<b>UNIT III</b>		
<b>Production Planning &amp; Control (PPC):</b> Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Inventory Planning and Control:</b> Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Supply Chain Management:</b> Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45</b>

### Learning resources

#### Textbooks:

1. Operations Management: Theory and Practice, 3e Paperback – 1 January 2018, by B. Mahadevan (Author), Editions-4th
2. Operations Now: Supply Chain Profitability and Performance Paperback – 1 January 2007 by Byron Finch (Author), Editions- 1st
3. Supply Chain Logistics Management Paperback – 16 June 2009 by Donald Bowersox (Author), David Closs (Author), M. Bixby Cooper (Author), Editions-5th

#### Reference Books:

1. Production and Operations Management (English, Paperback, Khanna R. B.), Editions-1st
2. Supply Chain Management for Dummies Paperback – Import, 11 April 2023, Editions-2nd
3. Operations and Supply Chain Management Essentials You Always Wanted To Know (Self-Learning Management Series) Paperback – 1 January 2020 by Vibrant Publishers; Ashley McDonough (Author), Editions-3rd
4. The LIVING Supply Chain: The Evolving Imperative of Operating in Real Time Hardcover – Illustrated, 1 August 2017, Editions-1st

#### Online Resources/E-Learning Resources

1. **Swayam MOOC Course:** Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. **Online Book:** Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. **MOOC Course:** Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. **MOOC Course:** Supply Chain Management and Capacity Planning ([Course Link](#))

## COURSE CURRICULUM

<b>Name of the Program:</b>		MBA	<b>Semester: II</b>			<b>Level: PG</b>	
<b>Course Name</b>		Business Research Methods	<b>Course Code/ Course Type</b>			PMI111/MAJM	
<b>Course Pattern</b>		2025	<b>Version</b>			1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theor y</b>	<b>Practica l</b>	<b>Tutoria l</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment)</b>	<b>Practical/Oral</b>
3	0	0	3	3	40	60	0
<b>Pre-Requisite:</b> Bachelor’s Degree							
Course Objectives (CO):				The objectives of Business Research Methods are: 1. Recall the basic framework of the research process. 2. Recognize various research designs and techniques. 3. Apply various sources of information for literature review and data collection. 4. To analyze knowledge of the research process by conducting a literature review in their research area of interest. 5. Evaluate a possible research interest area to be taken ahead in their business research projects later and conduct an independent publishable research project.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Generate ideas and comprehend core business problems, distilling them into research problems related to constructs. 2. Explain advanced design, methodologies, and analysis in business research methods through comprehension. 3. Apply past literature for a deeper comprehension of how to address identified problems. 4. Analyze and support the association of variables in the conceptual model with theory and outcomes from relevant published articles, evaluating with primary tools. 5. Comprehend the makings of a robust and good report for decision-making and evaluation.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Introduction Business Research:</b> Definition-Types of Business Research & Scientific Investigation, The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models, Technology and Business Research: Information needs of Business – Technologies used in Business Research: The Internet, E-mail, Browsers and Websites, Role of Business Research in Managerial Decisions, Ethics in Business Research	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Research Design and Data Collection:</b> Business Research: Meaning, Types of Business Research, Problem Statement -Hypothesis and Testing of Hypothesis, Exploratory Research, Descriptive Research, Causal Research, Data collection Methods: Primary data, Secondary data, Nature, Types and issues in collecting Primary and Secondary data	<b>CLO 2</b>	<b>9</b>

<b>UNIT III</b>		
<b>Sample design, Measurement and Scaling:</b> Sampling Methods, Sample Size determination, Concept of Measurement and Scaling, Types of Scales: Nominal, Ordinal, Interval and Ratio scales, Attitude scales: Thurston's, Likert's, Guttman's, Semantic differential scale, Reliability and validity of scales	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Collection and Analysis of Data:</b> Sources of Data-Primary Sources of Data, Secondary Sources of Data, Data Collection Methods, Interviews, Structured Interviews and Unstructured Interviews, Face to face and Telephone Interviews. Observational Surveys, Questionnaire Construction, Organizing Questions, Structured and Unstructured Questionnaires, Guidelines for Construction of Questionnaire	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>The Research Report:</b> Research Reports, Components, The Title Page-Table of Contents, The Executive Summary, The Introductory Section, The Body of the Report, The Final Part of the Report, Acknowledgements, References, Appendix, Guidelines for Preparing a Good Research report Oral Presentation, Deciding on the Content, Visual Aids, The Presenter, The Presentation and Handling Questions	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45</b>

### Learning resources

#### Textbooks:

1. Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers
2. Schindler, Business Research Methods, McGraw Hill Education, 13th Edition
3. Business Research Methods International Edition-2020 edition, Bill Harley Emma Bell, Alan Bryman

#### Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013 edition). Business Research Methods. Cengage Learning
2. Bryman, Alan & Bell, Emma (2015 edition). Business Research Methods (Fourth Edition), Oxford University Press
3. Naresh Malhotra, Marketing Research, Pearson Education. Green E. Paul, Tull S. Donald & Albaum, Gerald, Research for Marketing decisions, 6th Ed, PHI, 2006 edition

#### Online Resources/E-Learning Resources:

1. Learn Qualitative Research Methods Online (<https://www.coursera.org/courses?query=qualitative%20research%20methods>)
2. Market Research Specialization (<https://www.coursera.org/specializations/market-research-market-research?irgwc=1>)
3. Understanding Research Methods (<https://www.coursera.org/learn/research-methods>)



## COURSE CURRICULUM

<b>Name of the Program:</b>		MBA		<b>Semester : II</b>		<b>Level: PG</b>	
<b>Course Name</b>		Operations Research		<b>Course Code/ Course Type</b>		PMI112 /MAJM	
<b>Course Pattern</b>		<b>2025</b>		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theor y</b>	<b>Practica l</b>	<b>Tutoria l</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment )</b>	<b>Practical/Oral</b>
3	0	0	3	3	40	60	-
<b>Pre-Requisite: Bachelor's Degree</b>							
Course Objectives (CO):				The objectives of Operations Research are: <div>1. Recall the importance of the use of OR application in decision-making environments.</div> <div>2. Recognize the need to formulate LPP, obtain Graphical Solutions, and acquire a general idea of the Simplex method.</div> <div>3. Comprehension to solve transportation and assignment models.</div> <div>4. Evaluate optimal sequence models and comprehend concepts of queuing theory.</div> <div>5. Design and create strategies to identify the right time for equipment replacement and comprehend project management techniques.</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. Comprehend the characteristics of different types of decision-making environments and the appropriate decision-making approaches and tools for each type.</div> <div>2. Formulate linear programming problems and find optimal solutions using the graphical simplex method.</div> <div>3. Comprehend how to build and solve Transportation Models and Assignment Models, as well as solve game theory problems using pure and mixed strategies.</div> <div>4. Assign optimal sequences of different jobs on different machines and develop comprehension of queuing theory concepts.</div> <div>5. Implement equipment replacement at the right time and comprehend project management concepts like CPM and PERT to reduce cost and time.</div>			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Operations Research &amp; Decision Making Environments</b> Operations Research: - Uses, Scope and Applications of Operation Research in managerial decision-making .Decision-making environments: - Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.	<b>CLO 1</b>	<b>9</b>
<b>UNIT II</b>		
<b>Linear Programming Problem &amp; Transportation Problem</b> Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem.	<b>CLO 2</b>	<b>9</b>



<b>UNIT III</b>		
<b>Assignment model &amp; Game Theory:</b> Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Sequencing &amp; Queuing Theory:</b> Sequencing Problem: Johnson's Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Replacement Problem &amp; Project Management:</b> Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations	<b>CLO 5</b>	<b>9</b>
<b>Total Hours :</b>		<b>45</b>

### **Learning resources**

#### Textbooks:

1. R. Panneerselvam - Operations Research ( PHI, 2nd Edition),2016
2. Sharma J K - Operations Research (Pearson, 6th Edition),2023
3. S Kalawathy-Operation Research (Vikas IVth Edition)

#### Reference Books:

1. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
2. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
3. Natarajan- Operation Research (Pearson)

### **Online Resources/E-Learning Resources**

1. <https://ered.library.upenn.edu/cgi-bin/res/sr.cgi?community=52&resourcetype=17>
2. <https://libguides.riphah.edu.pk/c.php?g=424930&p=2902605>
3. <https://www.classcentral.com/course/swayam-operations-research-14219>

## PROFESSIONAL ELECTIVE 2

### COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Human Resource Management		Course Code/ Course Type		PMI113A / Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment )	Practical/Oral
3	-	0	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Human Resource Management are: 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyze HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyze factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives.			

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Introduction to Human Resource Management:</b> Understanding HRM: Definition, Objectives, and Scope. Structure of the HR Department. Analyzing the Core Functions & Challenges in HRM. Understanding Personnel Management (PM): Definition, Difference between HRM and PM. Introduction to Strategic Human Resource Management (SHRM): Definition and Significance of SHRM. Nature of SHRM. Understanding the Harvard Model in HRM. Exploring the SHRM Matching	<b>CLO 1</b>	<b>9</b>

Model		
<b>UNIT II</b>		
<b>HR Acquisition &amp; Retention:</b> Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Understanding Job Enrichment. Understanding Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Understanding Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analyzing the Steps in Career Planning. Roles of employer and employee in Career Management. Understanding the Succession Planning Objective & Process.	<b>CLO 2</b>	<b>9</b>
<b>UNIT III</b>		
<b>Managing Employee Performance and Training:</b> Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and understanding its benefits. Developing competency model. Understanding Assessment centers. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	<b>CLO 3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Compensation Management:</b> Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPS). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	<b>CLO 4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Human Resource Development (HRD):</b> Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and upskilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	<b>CLO 5</b>	<b>9</b>
<b>Total Hours</b>		<b>45 Hours</b>

#### Textbooks:

1. Human Resource Management, by Gary Dessler, Biju Varkkey, Pearson Education, 17ed, 22 June 2023
2. Human Resource Management: Text and Cases, by K Aswathappa, Sadhna Dash, McGraw Hill, 10th Edition – 29 May 2023
3. Routledge Handbook of Human Resource Management in Asia by Fang Lee Cooke and Sunghoon Kim, Routledge; 1st edition (30 June 2020)

#### Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Chartered Institute of Personnel & Development, 1st edition (30 May 2006).
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, by Michael Armstrong, Stephen Taylor, Kogan Page; 15th edition (3 January 2020).
3. Applied Psychology in Human Resource Management, Cascio & Aguins, Pearson; 7th edition (26 January 2010).

## COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Consumer Behavior		Course Code/ Course Type		PMI113B/ Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	NA
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of <b>Consumer Behavior</b> are: 1. Recall factors influencing the consumer's purchase decision-making process. 2. Recognize consumer and organizational buyer behavior processes. 3. Apply concepts of consumer behavior to real-world marketing decision-making. 4. Evaluate new trends influencing buyer behavior and their effect on the new-age Indian consumer. 5. Design and create strategies for the consumer and organizational buying behavior process for a variety of products.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Apply consumer behavior concepts to analyze evolving trends and adapt marketing strategies in the Indian economy. 2. Evaluate the influence of personality, perception, learning, attitudes, and motivation on consumer behavior, informing effective marketing strategies. 3. Analyze cultural, social, and group influences on consumer behavior, informing marketing strategies tailored to diverse Indian markets. 4. Analyze consumer decision-making stages to optimize marketing strategies and enhance customer satisfaction 5. Create effective strategies for influencing organizational buying behavior based on buyer characteristics, decision processes, and purchasing patterns.			

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Introduction to Consumer Behavior:</b> Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its	<b>CLO 1</b>	<b>9</b>

Applications in Marketing.		
<b>UNIT II</b>		
<b>Unit 2: Individual Determinants of Consumer Behavior:</b> <b>(a) Consumer Personality &amp; Perception</b> – Personality, Self-concept, Overview of Personality Theories, Brand Personality, and Emotions. Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions. <b>(b) Consumer Learning, Memory and Involvement</b> - Components of Learning, Behavioral & Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model. <b>(c) Consumer Attitudes &amp; Motivation</b> - Functions of Attitude, Attitude Models, and Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers. Motivational Conflict, Defense Mechanisms, Motive Arousal.	<b>CLO 2</b>	<b>9</b>
<b>UNIT III</b>		
<b>Unit 3: Environmental Influences on Consumer Behavior:</b> <b>(a) Cultural Influences on Consumer Behavior</b> – Concept of Culture, Values, Sub-cultures, and Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences. <b>(b) Social Class and Group Influences on Consumer Behavior</b> - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership. <b>(c) Indian Consumer: Social classes in India</b> – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.	<b>CLO3</b>	<b>9</b>
<b>UNIT IV</b>		
<b>Unit 4: Consumer Decision Making Process: (a) Problem Recognition</b> - Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information <b>(b) Search &amp; Evaluation</b> – Types & Source of information, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence & Variables <b>(c) Purchasing Process</b> - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns <b>(d) Post-purchase Evaluation &amp; Behavior</b> - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance. <b>(e) Consumer Decision Models</b> - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model	<b>CLO4</b>	<b>9</b>
<b>UNIT V</b>		
<b>Unit 5: Organizational Buying Behavior:</b> Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. Organizational Buying Strategies. Emerging Trends in Organizational Buying. Globalization and its implications for B2B markets.	<b>CLO5</b>	<b>9</b>
<b>Total Hours</b>		<b>45 hours</b>

## **Learning resources**

### **Textbooks:**

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, Pearson Education; Twelfth edition (31 December 2018)
3. Consumer Behavior: Building Marketing Strategy, by David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, McGraw Hill, 14th Edition – 5 May 2022.

### **Reference Books:**

1. “We are like that only” by Rama Bijapurkar, Portfolio; Revised edition (21 August 2009)
2. “Consumer Behaviour” by Zubin Sethna & Jim Blythe, SAGE Publications India Pvt Ltd, 1 January 2024
3. Consumer Behavior, 13/e Paperback – by Michael R. Solomon & Tapan Kumar Panda, Pearson Education 30 January 2020

### **Online Resources/E-Learning Resources**

1. "Consumer Behavior" by Indian Institute of Management, Bangalore.
2. "Marketing Analytics: Know Your Customers" by Columbia University.
3. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020  
(<https://www.mckinsey.com/~media/mckinsey/business%20functions/marketing%20and%20sales/our%20insights/understanding%20and%20shaping%20consumer%20behavior%20in%20the%20next%20normal/understanding-and-shaping-consumer-behavior-in-the-next-normal.pdf?shouldIndex=false>)

## **COURSE CURRICULUM**

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Strategic Corporate Communication		Course Code/ Course Type		PMI/PMI114 / AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment )	Practical/Oral
2	0	0	2	2	50	0	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Strategic Corporate Communication - I are: <div><div></div><div>1. To recall key concepts and theories related to corporate communication, including definitions, scope, and historical development.</div><div>2. To recognize the importance of effective corporate communication strategies in organizational success and understand the objectives behind various communication practices.</div><div>3. To apply theoretical knowledge of corporate communication to real-world scenarios, such as developing communication strategies, conducting stakeholder analysis, and crafting messages.</div><div>4. To analyze corporate communication practices and their impact on organizational culture, reputation, and stakeholder engagement.</div><div>5. To evaluate corporate communication strategies in diverse contexts, including crisis management, internal communication, and CSR initiatives.</div><div>6. To design and implement effective corporate communication plans, incorporating audience segmentation, message development, and engagement strategies.</div></div>			
Course Learning Outcomes (CLO):				Students would be able to: <div><div></div><div>1. Apply corporate communication theories to develop effective strategies for stakeholders and crises.</div><div>2. Apply audience segmentation for tailored communication.</div><div>3. Analyze corporate communication data for organizational impact.</div><div>4. Evaluate communication strategies for success metrics.</div><div>5. Create comprehensive communication plans for organizational enhancement.</div></div>			



## Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Unit 1: Introduction to Corporate Communication:</b> Definition, scope & evolution of corporate communication. Importance and objectives of corporate communication. Evolution and trends in corporate communication. Internal vs. external communication. Role of communication in organizational culture. Ethical considerations in corporate communication	<b>CLO 1</b>	<b>6</b>
<b>UNIT II</b>		
<b>Corporate Communication Strategy:</b> Developing a corporate communication strategy. Stakeholder identification, analysis, and engagement strategies. Setting communication objectives and goals. Setting SMART communication objectives. Target audience segmentation and personalized messaging. Crisis communication preparedness and response strategies. Integrating digital communication channels into the strategy.	<b>CLO 2</b>	<b>6</b>
<b>UNIT III</b>		
<b>Corporate Branding and Reputation Management:</b> Strategies for building and managing corporate brand identity. Proactive reputation management techniques. Case studies on successful reputation recovery after crises. Leveraging storytelling and narrative in branding efforts. Online reputation management tactics and tools. Employee advocacy programs and their impact on brand reputation.	<b>CLO 3</b>	<b>6</b>
<b>UNIT IV</b>		
<b>Internal Communication and Employee Engagement:</b> Advanced techniques for fostering effective internal communication. Innovative employee engagement strategies and best practices. Creating a positive communication climate and culture. Addressing resistance to change through strategic communication. Implementing effective feedback mechanisms and communication forums. Harnessing technology for internal communication enhancement.	<b>CLO 4</b>	<b>6</b>
<b>UNIT V</b>		
<b>Corporate Social Responsibility (CSR) Communication:</b> In-depth understanding of CSR and its significance in corporate communication. Crafting impactful CSR messages for internal and external stakeholders. Measuring and evaluating the effectiveness of CSR communication initiatives. Exploring cultural nuances in CSR communication across different regions. Strategies for meaningful stakeholder engagement in CSR activities. Compliance with CSR reporting standards and frameworks.	<b>CLO 5</b>	<b>6</b>
<b>Total Hours</b>		<b>30 Hours</b>

## Learning resources

### Textbooks:

1. Strategic Corporate Communication, Paul Argenti, Sage Publications, McGraw Hill Education (25 June 2007)
2. Present-Day Corporate Communication, Rudolf Beger, Springer Publication, 1st ed. 2018
3. Corporate Communication: A guide to theory and practice Joep Cornelissen Sage Publications Ltd, 6th Ed. 23 January 2020

### Reference Books:

1. "Introduction to Corporate Communication: Case Studies from India", by Charu Lata Singh and Mona Gupta, Routledge, 2023
2. "CORPORATE COMMUNICATION : Trends and Features, by Dr.Sapna.M.S, Notion Press; 1st edition (20 November 2020)
3. "Strategic Communication at Work: The Impact Paradigm", by Diane Lennard, Routledge, 1st Ed. 2018.

### Online Resources/E-Learning Resources:

1. Corporate Social Responsibility (CSR): A Strategic Approach by PennX (edX)
2. Professional Communication and Office Management, University of Cape Town (edX)
3. Internal Communication Case Studies: The Terrible & The Terrific <https://www.talkfreely.com/blog/internal-communication-case-studies>.

## COURSE CURRICULUM

<b>Name of the Program:</b>		<b>Foreign Language</b>		<b>Semester :II</b>		<b>Level: PG</b>	
<b>Course Name</b>		<b>German A1.1</b>		<b>Course Code/ Course Type</b>		PFIL101A/ AEC	
<b>Course Pattern</b>		<b>2025</b>		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theor y</b>	<b>Practica l</b>	<b>Tutoria l</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment )</b>	<b>Practical/Oral</b>
2	0	0	0	2	50	0	0
<b>Pre-Requisite:</b>							
Course Objectives (CO):				The objectives of (German A1.1) are: 1. To remember new words and their spellings. 2. To analyze the new concepts. 3. To apply the basic vocab and grammar concepts. 4. To comprehend the German text. 5. To create basic sentences in German.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Spell simple words in German 2. Can understand everyday expressions. 3. Able to frame simple sentences in German language. 4. Can introduce themselves and others. 5. Can answer questions about themselves.			

### Course Contents/Syllabus:

<b>Descriptors/Topics</b>	<b>CLO</b>	<b>Hours</b>
<b>UNIT I</b>		
<b>Guten Tag</b> Speak about yourself and others, Speak about Countries and LanguagesGrammar — Sentence formation and verbs usage	<b>CLO 1</b>	<b>6</b>
<b>UNIT II</b>		
<b>Freunde, Kollegen und Ich</b> Speak about your Hobbys, To fix a meeting, Speak about work and Profession, To create a profile on Internet Grammar — How to use 'The' in german, Singular and plural forms of Nouns	<b>CLO 2</b>	<b>6</b>
<b>UNIT III</b>		
<b>In der Stadt</b> To get to know about Cities and Places, how to find way and understand directions, learn international words Grammar — Negations (how to use NO in German), Definite articles, indefinite articles	<b>CLO3</b>	<b>6</b>
<b>UNIT IV</b>		
<b>Guten Appetit</b> To speak about food and food habits, to have a discussion about shoppingGrammar — introduction of cases	<b>CLO4</b>	<b>6</b>
<b>UNIT V</b>		
<b>Tag fiir Tag &amp; Zeit mitFreunden</b> Clock timings, To speak about family and friends, Daily routine Tospeak about free time activity, to understand the specific informationfrom the text, to order and to pay in a restaurantGrammar — Possessivarticle, Modalverbs, use of on,at,from...till,Seprable verbs and past tence	<b>CLO5</b>	<b>6</b>
<b>Total Hours</b>		<b>30</b>

## **Learning resources**

### **Textbooks:**

1. Netzwerk A1, Ernst Klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.
2. Studio d A1, Cornelsen Verlag & Goyal Publishers & Distributors Pvt. Ltd.
3. Netzwerk Neu A1, Ernst Klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

### **Reference Books:**

1. Hallo Deutsch A1, Ernst Klett Verlag, Goyal Publishers & Distributors Pvt. Ltd.
2. ThemenAktuell 1, Hueber Verlag
3. Maximal Ernst Klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

### **Online Resources/E-Learning Resources:**

1. Youtube <https://youtube.com/@LearnGermanwithAnja?si=BkJYDPi7TSOfT4lr>
2. <https://youtube.com/@deutschlernenmitheidi?si=TkIClabzioaUOroZ>
3. Instagram: [instagram.com/learngermanwithanja](https://www.instagram.com/learngermanwithanja)

## COURSE CURRICULUM

<b>Name of the Program:</b>		<b>MBA</b>		<b>Semester: II</b>		<b>Level: PG</b>	
<b>Course Name</b>		Basic Japanese language skill		<b>Course Code/Course Type</b>		PFIL101B/AEC	
<b>Course Pattern</b>		<b>2025</b>		<b>Version</b>		1.0	
<b>Teaching Scheme</b>					<b>Assessment Scheme</b>		
<b>Theory</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credits</b>	<b>Hours</b>	<b>CIA (Continuous Internal Assessment)</b>	<b>ESA (End Semester Assessment )</b>	<b>Practical/ Oral</b>
2	-	-	2	30	50	--	--
<b>Pre-Requisite:</b> Desire to get acquainted with the Japanese language.							
Course Objectives (CO):				The objectives of Basic Japanese language skill are: 1. To meet the needs of ever growing industry, with respect to language support. 2. To get introduced to Japanese society and culture through language. 3. To acquire competitive edge in career choices. 4. To participate effectively & responsibly in a multi-cultural world. 5. To enable learners to communicate effectively in Japanese language.			
Course Learning Outcomes (CLO):				Students will be able to: 1. Read and Write Hiragana script. 2. Write and Speak basic sentences. 3. Comprehend and speak about time, hobbies, likes and dislikes. 4. Write basic kanji. 5. Use the Hiragana script in discussion.			

### Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
<b>UNIT I</b>		
<b>Introduction to Japanese Language</b> – Introduction of script, culture, History of script, Speaking : Self introduction, listening : short video skit on self-introduction	<b>CLO 1</b>	<b>6</b>
<b>UNIT II</b>		
<b>Introduction of Hiragana Script</b> -Writing : Hiragana script, Speak : Basic sentences, General vocabulary : Months , Days of the week ,Basic numbers, colours,	<b>CLO 2</b>	<b>6</b>
<b>UNIT III</b>		
<b>Basic sentence structure</b> : Affirmative and Negative , General vocabulary: about family	<b>CLO 3</b>	<b>6</b>
<b>UNIT IV</b>		
<b>Time and verbs</b> –Talking about routine, Writing: routine using verbs and time, reading : A clock	<b>CLO 4</b>	<b>6</b>
<b>UNIT V</b>		
<b>Introduction of Katakana and basic kanji</b> – Reading : English words, country names Writing : Basic Kanji	<b>CLO 5</b>	<b>6</b>
<b>Total Hours</b>		<b>30</b>

## **Learning resources**

### **Textbook:**

1. Minna no Nihongo , “ Japanese for everyone” ,Elementary Main Textbook , Goyal Publishers & Distributors Pvt. Ltd.

### **Reference books:**

1. Shyoho Volume 1.
2. Genki Japan
3. Haru Vol. 1 & 2

### **Online Resources/E-Learning Resources:**

#### **YouTube links**

- <https://www.youtube.com/watch?v=shdlEapDsP4>
- <https://youtu.be/K-nw5EUxDz0?feature=shared>
- <https://youtu.be/o9sP-vaCEa0?si=l8yOvVKaItBQWXNu>
- <https://youtu.be/JnoZE51WZg4?si=9uq68USOz5plBk2n>
- <https://youtu.be/shdlEapDsP4?si=tC6RGaMtwDJgVu2d>
- <https://youtu.be/9paXgC2U8L0?si=btS1G4mvrkG5C9zi>

#### **Apps**

- A) Learn Japanese - Hiragana APP available on Google play.
- B) Hiragana Pro

## COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Business Model Innovation and Brand Management		Course Code/Course Type		PMI115/ MOOC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment )	Practical/ Oral
4	0	0	4	4	40	60	0
Pre-Requisite: Graduation Degree							
Course Objectives (CO):				<div><div>1. Understand Business Model Frameworks:</div><div>Develop a comprehensive understanding of contemporary business model frameworks and their application in creating value for stakeholders.</div><div>2. Explore Innovation Strategies:</div><div>Examine the role of innovation in designing, evolving, and disrupting business models to gain competitive advantage in dynamic markets.</div><div>3. Analyze Brand Management Principles:</div><div>Understand the fundamentals of brand equity, brand positioning, and brand architecture to build and sustain strong brands.</div><div>4. Integrate Business Models and Branding:</div><div>Learn how innovative business models and effective brand management strategies work together to drive business success and customer loyalty.</div><div>5. Foster Strategic Decision-Making Skills:</div><div>Equip students with the tools to critically assess and design innovative business models and branding strategies for long-term growth and differentiation.</div></div>			
Course Learning Outcomes (CLO):				<div><div>1. Identify the key principles of brand management and their alignment with business strategies.</div><div>2. Explain the relationship between brand equity and business value creation.</div><div>3. Develop strategies to integrate branding with organizational goals and customer engagement.</div><div>4. Evaluate the effectiveness of brand strategies in enhancing customer loyalty and market differentiation.</div><div>5. Design a comprehensive branding plan aligned with business objectives and market trends.</div></div>			

### Course Contents/Syllabus:

Descriptors/Topics	Level	Hrs
Brand Management aligning Business Offered by University of London on Coursera	Beginner	Duration: 17 Hours
<b>Course 2</b>		
Project Planning, Offered by Google on Coursera	Beginner	Duration: 33 Hours

<b>Course 3</b>		
Renewable Energy and Green Building Entrepreneurship, Offered by Duke University on Coursera	<b>Beginner</b>	<b>Duration: 17 Hours</b>
<b>Course 4</b>		
Business Model Innovation, Offered by HEC Paris on Coursera	<b>Advance</b>	<b>Duration: 15 Hours</b>

**Learning Resource: Coursera**