



# PRESIDENCY UNIVERSITY

Presidency University Act, 2013 of the Karnataka Act No. 41 of 2013 | Established under Section 2(f) of UGC Act, 1956  
Approved by AICTE, New Delhi

## **MBA Program Regulations and Curriculum, 2019**

**Regulation No.: PU/AC-11/16/06\_2019**

*Resolution No. 11.16 of the 11<sup>th</sup> Meeting of the Academic Council held on 8<sup>th</sup> June, 2019 and ratified  
by the Board of Management in its 12<sup>th</sup> Meeting held on 12<sup>th</sup> June, 2019.*

**June 2019**



**Master of Business Administration  
Program Regulations and Curriculum, 2019-2021**

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act, Statutes and Academic Regulations, 2019 of the University, the Academic Council hereby makes the following Regulations, namely;

**PRELIMINARY**

**Short Title and Commencement**

- (a) These Regulations shall be called the **Master of Business Administration Program Regulations and Curriculum, 2019-2021**.
- (b) These regulations are subject to, and, pursuant to the Academic Regulations, 2019
- (c) These Regulations (with amendments) shall be applicable to the Master of Business Administration (MBA) Program 2019-21 Batch and to all other Two year Master of Business Administration (MBA) Programs which may be introduced in future.
- (d) These Regulations shall come into force with immediate effect.

**Definitions**

*In these Regulations, unless there is anything repugnant to the subject or context:*

- a) *“Academic Council” means the Academic Council of the University;*
- b) *“Academic Term” means a Semester or Summer Term;*
- c) *“Board of Examinations” means the Board of Examinations of the University;*
- d) *“Clause” means the duly numbered Clause, with Sub-Clauses included, if any, of these Regulations;*
- e) *“Course” means, a specific subject usually identified by its course-number and course- title, with specified credits and syllabus/course-description, a set of references, taught by some teacher(s)/course-instructor(s) to a specific class (group of students) during a specific academic-session/semester;*
- f) *“Course Instructor” means, the teacher or the Course Instructor of a Course;*
- g) *“DAC” means, the Departmental Academic Committee;*
- h) *“Dean” means the Dean of the concerned school;*
- i) *“Dual Specialization” means two specialization areas which a student concentrates on or wishes to develop his/her expertise;*
- j) *“Elective” means courses offered under each area of Specialization;*
- k) *“HOD” means the Head of the Concerned Department;*
- l) *“Dissertation” means supervised project work during the fourth semester;*
- m) *“MOOC Committee” means a committee to monitor the conduction of all Massive Open Online Courses (MOOC) for the concerned school.*
- n) *“Open elective” means a course so specified in the Program Curriculum;*
- o) *“Program” means the Master of Business Administration (MBA) Program ;*
- p) *“Program Regulations” means the MBA Degree Program Regulations and Curriculum, 2017;*
- q) *“School” means a constituent institution of the University established for monitoring, supervising and guiding, teaching, training and research activities in broadly related fields of studies;*
- r) *“Specialization” means a particular area which a student concentrates on or wishes to develop his/her expertise;*
- s) *“Specialization Core Courses” means a set of courses so specified that a student has to compulsorily complete in the area of his/her specialization;*
- t) *“Specialization Elective Course” means an elective course offered under each area of specialization;*

- u) *"Special Summer Term" means an additional academic term conducted during the summer break (typically in June-July) for a duration of about eight (08) calendar weeks, with a minimum of thirty (30) University teaching days;*
- v) *"Statutes" means the Statutes of Presidency University;*
- w) *"Sub-Clause" means the duly numbered Sub-Clause of these Program Regulations;*
- x) *"Summer Internship Project" means supervised Internship in an Organization or a Project Work for a minimum of 8 weeks;*
- y) *"University" means Presidency University, Bengaluru, and*
- z) *"University Learning Course" means a course so specified.*

## **1.0 INTRODUCTION**

- 1.1** The **Academic Regulations, 2019** are applicable to all existing Degree Programs of the University. The Academic Regulations, and any amendments made therein, shall also be applicable to new Degree and Diploma Programs that may be offered by the University in future.
- 1.2** **Master of Business Administration Program Regulations and Curriculum, 2019-2021** are subject to, and, pursuant to the Academic Regulations, 2019.
- 1.3** These Program Regulations shall be applicable to the following **Master of Business Administration Programs**
- 1.3.1** Master of Business Administration (Dual Specialization), abbreviated as MBA (dual specialization in 'areas chosen'). Example: MBA (Marketing and Finance).
  - 1.3.2** Master of Business Administration (Single Specialization) in E-Commerce, abbreviated as MBA (E-Commerce).
  - 1.3.3** Master of Business Administration (Single Specialization) in Digital Marketing, abbreviated as MBA (Digital Marketing).
- They shall also be applicable to the new Two-Year MBA Degree Programs that may be offered by the University in future.
- 1.4** These Program Regulations and Curriculum may evolve and get amended or modified or changed through appropriate approvals from the Academic Council, from time to time, and shall be binding on all concerned.
- 1.5** The effect of periodic amendments or changes in the Program Regulations, on the students admitted in earlier years, shall be dealt with appropriately and carefully, so as to ensure that those students are not subjected to any unfair situation whatsoever, although they are required to conform to these revised Program Regulations, without any undue favour or considerations.
- 1.6** These Program Regulations and Curriculum are structured as follows:
- 1.6.1 PART A:** Specific Regulations relevant to the Two-Year, Semester Based Full Time Master of Business Administration (MBA) Degree Program in pursuant of the provisions in Section 6.0 of the Academic Regulations, 2019 of the University
  - 1.6.2 PART B:** Program Curriculum for specific Master of Business Administration (MBA) Degree Program of study as enumerated and named in Clause 1.2.

## 2.0 PART A: MBA DEGREE PROGRAM SPECIFIC REGULATIONS

### 2.1 Program Description and Duration

Master of Business Administration (MBA) programs are offered in the following specializations by the School of Management as indicated in Table 2.1 below:

<b>MBA Program</b>	<b>Specializations Offered:</b>
MBA (Dual)	Any two of the following: Marketing, Finance, Human Resource Management, Operations and Supply Chain Management and Business Analytics
MBA (Single)	E-Commerce
MBA (Single)	Digital Marketing

2.2 MBA Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA Program is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA program is four (04) Semesters. The permissible maximum duration for the completion of the MBA program, is twice the normal duration (i.e. 04 Years).

### 2.3 PROGRAM STRUCTURE

S. No.	Courses	Minimum Credit Requirements	
		Single Specialization	Dual Specialization
1	Core Courses	61	61
2	Personal and Professional Skill Development (PPS) Courses	4	4
3a	Specialization - Core Courses	18	12
3b	Specialization - Elective Courses	6	12
	Sub Total	24	24
4	Open Electives	4	4
5	Summer Internship Project	4	4
6	Dissertation	4	4
7	University Learning Course	1	1
	<b>Total Credits</b>	102	102

The mandatory minimum credits required for the award of the MBA (Dual / Single Specialization) Degree program is 102 credits.

### 2.4 Admission criteria to the Two-Year Master of Business Administration(MBA) Degree Program

The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations; Provided that forty percent of the admissions in all courses of the university shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time. The admission criteria to the Master of Business Administration (MBA) Degree program is listed in the following Sub-Clauses:

- 2.4.1 An applicant who has successfully completed a Bachelor's Degree Program in any discipline with a minimum of 50% (45% in case of candidates belonging to Reserved Category) aggregate from a recognized University of India or outside.
- 2.4.2 A high score in a National-Level Management Aptitude Test (GMAT/CAT/XAT/MAT/CMAT/KMAT/Karnataka PG CET) preferred.
- 2.4.3 Reservation for the SC/ST and other backward classes shall be made in accordance with the directions of Government in force from time to time.
- 2.4.4 Admissions are offered to Foreign Nationals and Indians living abroad in accordance with the rules applicable for such admission, issued from time to time, by the Government of India.
- 2.4.5 Candidates must fulfill the medical standards required for admission as prescribed by the University.
- 2.4.6 If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation and any other falsification, the Registrar shall report the matter to the Board of Management, recommending revoking the admission of the candidate.
- 2.4.7 The decision of the Board of Management regarding the admissions is final and binding.

## 2.5 Change of Program

A student admitted to a particular MBA program (Dual or Single) will usually continue studying in that program till its completion. However, the University reserves the right to provide the option for a change of Program (i.e. Dual to Single and vice versa within MBA), or not to provide the option for a change of program, at the end of 2<sup>nd</sup> Semester of the MBA Program to eligible students in accordance with the following rules and guidelines: framed by the University from time to time.

- 2.5.1 Only those students, who have passed all the Courses prescribed for the 1st year of the MBA Program and obtained a CGPA of not less than 6.00 at the end of the 2<sup>nd</sup> Semester, shall be eligible for consideration for a change of program.
- 2.5.2 Change of program, if provided, shall be made effective from the commencement of the 3<sup>rd</sup> Semester of the MBA Program. There shall be no provision for change of program thereafter under any circumstances whatsoever.
- 2.5.3 The student provided with the change of program shall fully adhere to and comply with the concerned Program Regulations, the Fee Policy pertaining to that MBA Program, and, all other rules pertaining to the changed program existing at the time.
- 2.5.4 Change of program once made shall be final and binding on the student. No student shall be permitted, under any circumstances, to refuse the change of program offered.
- 2.5.5 The eligible student may be allowed a change in Program, strictly in order of *inter se* merit, subject to the conditions given below:
  - 2.5.5.1 The actual number of students in the third Semester in any particular MBA program to which the transfer is to be made, should not exceed the intake fixed by the University for the concerned program; and,
  - 2.5.5.2 The actual number of students in any program from which transfer is being sought does not fall below 75% of the total intake fixed by the University for the Concerned Program.
  - 2.5.5.3 The process of change of program shall be completed within the first five days of Registration for the 3<sup>rd</sup> Semester of the MBA Program.

## **2.6 Summer Internship Project**

The Program requires a student to compulsorily undergo 8 weeks of Summer Internship Project after completion of second semester between June and July in an Academic Year. A student may do the internship project in either of the four modes described below in accordance with the corresponding guidelines:

### **2.6.1 Internship Project in an Industry / Organization:**

A student may undergo Summer Internship Project for a period of minimum 8 weeks in an industry/ organization, subject to the following conditions:

- 2.6.1.1 The internship project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.6.1.2 A student shall conduct the study in an organization assigned by the Placement Office of the University or in an organization chosen by the Student with the permission of the Placement office of the University. A Student needs to study the entire organization carefully with special emphasis on the project selected / assigned by the company.
- 2.6.1.3 The entire internship will have to be done in a single organization. No student will be allowed to do Short- duration internships in different companies to achieve the cut-off duration of 8 weeks. Students must do their entire internship in the company where they were initially placed.
- 2.6.1.4 Students need to be in continuous contact with their faculty guides and update them on the progress of their work. Faculty will monitor the progress of the students under them. The students are expected to adhere to the schedule of activities mentioned in the Internship Handout.
- 2.6.1.5 The various evaluation components and method of grading for the Internship Project in an Industry / Organization shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Internship Handout.

### **2.6.2 Social Immersion project:**

A student may opt to do a project which has a social impact in partnership with a NGO or consulting firms related to NGOs, subject to the following conditions:

- 2.6.2.1 The social immersion project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.6.2.2 The student may do the project work in a NGO or a consulting firm related to NGO of her/ his choice subject to the above mentioned condition (Sub-Clause 2.5.2.1). Provided further, that the organization offering such project work confirms to the University that the project work will be conducted in accordance with the Program Regulations and requirements of the University.
- 2.6.2.3 The various evaluation components and method of grading for the Social Immersion project shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Internship Handout.

### **2.6.3 Entrepreneurial Project**

A student who wishes to set up a new business venture or develop his / her own business may opt to do an entrepreneurial project, subject to the following conditions:

- 2.6.3.1 The student can develop a new business plan of his choice or work with a Startup organization / Small and Medium Enterprises (SMEs) submit a detailed report on their existing business plan and refinements.
- 2.6.3.2 The entrepreneurial project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.6.3.3 The student may do the entrepreneurial project work of her/ his choice subject to the above mentioned condition (Sub-Clause 2.5.2.1). Provided further, that the Startup organization / Small and Medium Enterprises (SMEs) offering such project work confirms to the University that the project work will be conducted in accordance with the Program Regulations and requirements of the University.
- 2.6.3.4 The various evaluation components and method of grading for the Entrepreneurial project shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Internship Handout.

### **2.6.4 Research Project:**

A student may opt to do an academic research project work in Research Centre / University Department(s), subject to the following conditions:

- 2.6.4.1 The research project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.6.4.2 The student may do the project work in a Research Centre / University Department(s) of her/ his choice subject to the above mentioned condition (Sub-Clause 2.5.2.1). Provided further, that the Research Centre offering such project work confirms to the University that the project work will be conducted in accordance with the Program Regulations and requirements of the University.
- 2.6.4.3 The project work should be based on primary and/or secondary data and appropriate research tools and techniques may be applied.
- 2.6.4.4 Outcome of the research project should be in form of at least one research publication jointly with the project guide based on the work carried out.
- 2.6.4.5 The various evaluation components and method of grading for the research project shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Internship Handout.

A minimum of 40% of the allotted marks is required for “PASS” grade (Grade D). In case a student fails to achieve the pass grade he / she will be required to repeat the summer internship at the end of the IV semester.

### **2.7 Dissertation**

The Program requires a student to undergo a Dissertation work during the 4<sup>th</sup> semester of the MBA Program (January – March). Either of the two modes described below can be adopted to complete the dissertation in accordance with the corresponding guidelines:



### **2.7.1 Field Immersion Project with Dissertation:**

Field immersion project (with dissertation) involve the use of design thinking to solve real time problems faced by an Industry / Organization. A student who have got a final placement or placement with internship shall undergo Field Immersion Project for a minimum period of 10 weeks in an industry/ organization, subject to the following conditions:

- 2.7.1.1 The Field Immersion Project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.7.1.2 The students will identify the pressing problems, challenges and opportunities in the Industry / Organization. The students are expected provide solutions to address the problems and challenges faced.
- 2.7.1.3 The entire field immersion project will have to be done in a single organization. Student will not be allowed to do short- duration internships in different companies to achieve the cut-off duration of 10 weeks. Students must do their entire field project in the Organization where they were initially placed.
- 2.7.1.4 Students need to be in continuous contact with their faculty guides and update them on the progress of their work. Faculty will monitor the progress of the students under them. The students are expected to adhere to the schedule of activities mentioned in the Course Handout.
- 2.7.1.5 The various evaluation components and method of grading for the Field Immersion Project in an Industry / Organization shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Dissertation Handout.

### **2.7.2 Research Project with Dissertation:**

A student may opt to do an academic research project work (with dissertation) in Research Centre / University Department(s), subject to the following conditions:

- 2.7.2.1 The research project shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.
- 2.7.2.2 The student may do the project work in a Research Centre / University Department(s) of her/ his choice subject to the above mentioned condition (Sub-Clause 2.5.2.1). Provided further, that the Research Centre offering such project work confirms to the University that the project work will be conducted in accordance with the Program Regulations and requirements of the University.
- 2.7.2.3 The project work should be based on primary and/or secondary data and appropriate research tools and techniques may be applied.
- 2.7.2.4 Outcome of the research project should be in form of at least one research publication jointly with the project guide based on the work carried out.
- 2.7.2.5 The various evaluation components and method of grading for the research project shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019). The same shall be prescribed in the Dissertation Handout.

A minimum of 40% of the allotted marks is required for “PASS” grade (Grade D). In case a student

fails to achieve the pass grade he / she will be required to repeat the Dissertation and submit the revised dissertation report within two months from the date of result declaration.

## **2.8 University Learning Courses**

The objective of a University Learning Course (ULC) is to sensitize and inculcate commitment to social and environmental issues and make a contribution through service and experiential learning. The outcome is to produce graduates who are sensitized and committed to serving the social and environmental needs of society. The ULC is a 1- Credit Course and the student is required to complete this course ideally during the Semesters of the 1<sup>st</sup> Year of the Program. The nature and details of the ULC shall be approved by the concerned Departmental Academic Committee (DAC). As per the Academic Regulations, the 'S' grade is awarded for "satisfactory completion" of the Course and 'NC' grade is awarded for "non-completion" of the Course. The student who receives the "NC" grade shall repeat the ULC (it may be another type of ULC as approved by the concerned DAC) until the concerned student secures the "S" grade in the ULC. The "S" and "NC" grades do not carry grade points and hence not included in the SGPA, CGPA computations.

## **2.9 Open Electives**

Open Electives are Courses offered by any Department/ School of the University. The primary objective of offering Open Electives is to provide interdisciplinary/ transdisciplinary learning experiences. The outcome is a graduate with a fair exposure to disciplines beyond the chosen specialization in the MBA Program.

Open Electives offered by any Department/ School of the University are listed in the Course Structure under the Open Elective category and offered to students of any Department including the parent Department/ School.

The Course details and method of evaluation shall be clearly prescribed in the concerned Course Handout.

## **2.10 Transfer of Credits from Massive Open Online Courses (MOOCs)**

(Refer Section 18.0 of the Academic Regulations.)

The provisions and rules pertaining to the transfer of credits are outlined in Section 18.0 of the Academic Regulations. The Rules and Guidelines for the transfer of credits specifically from the On-line Courses conducted by the Study Webs of Active-Learning for Young Aspiring Minds-National Program on Technology Enhanced Learning, Edx, Coursera etc (MOOCs) (Refer Sub-Clause 18.2 of the Academic Regulations) are as stated in the following Sub-Clauses:

**2.10.1** A student may complete MOOC courses and transfer equivalent credits to partially or fully complete the mandatory credit requirements of Specialization Elective Courses and/or the mandatory credit requirements of Open Elective Courses as prescribed in the concerned MBA Program Regulations and Curriculum. However, it is the sole responsibility of the student to complete the mandatory credit requirements of the Specialization Elective Courses and the Open Elective Courses as prescribed by the Program Regulations and Curriculum of the concerned MBA Program.

**2.10.2** Approved MOOC Courses shall be included as annexes to the Program Regulations and Curriculum for the concerned MBA Program and shall be announced through University Notifications to the students from time to time. A student shall request for transfer of credits from only approved/notified MOOC Courses as published by the concerned Departments.

**2.10.3** MOOC Courses are considered for transfer of credits only if the concerned student has successfully completed the MOOC Course(s) and obtained the

- MOOC Certificate to this effect.
- 2.10.4** A student cannot transfer credits from MOOC Courses to earn the mandatory credits assigned for any other type of Courses (other than Specialization and Open Elective Courses) as prescribed in the concerned Program Regulations and Curriculum. However, a student may complete MOOC Courses and transfer equivalent credits in excess of the required mandatory credits (and Courses)
  - 2.10.5** Before the commencement of each Semester or during Pre-Registration schedule as per the Academic Calendar, the concerned department will release a list of approved MOOC courses offered as Specialization / Open electives under concerned MBA program.
  - 2.10.6** Students may Pre-Register for the approved MOOC Courses in the respective Departments and register for the MOOC Courses as per the schedule announced by SWAYAM/NPTEL/EdX/Coursera etc.
  - 2.10.7** The Credit Equivalence mapped to MOOC course durations for transfer of credits will be recommended by the MOOC committee and approved by the DAC of the concerned department.
  - 2.10.8** A student who has successfully completed the approved MOOC Course(s) and wants to avail the provision of transfer of equivalent credits to fulfill (partially or fully) the mandatory credit requirements of the Specialization Electives and/or Open Electives as prescribed in the concerned Program Regulations and Curriculum, must submit the original MOOC Course Certificates to the Head of the Parent Department concerned, with a written request for the transfer of the equivalent credits. On verification of the MOOC Course Certificates and approval by the Head of the Department concerned, the MOOC Course(s) and equivalent Credits will be included in Course (with associated Credits) Registration of the concerned student in the Semester immediately following the completion of the MOOC Course(s).
  - 2.10.9** The components of continuous assessment and conduct of End term final examinations for a particular approved MOOC course shall be prescribed by the MOOC Committee and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019).
  - 2.10.10** The grading system for such MOOC courses with transfer of credits shall be prescribed by the MOOC committee and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations, 2019).
  - 2.10.11** A students may submit a request for credit transfer from MOOC Courses before the last instruction day of the third (3<sup>rd</sup>) Semester of the MBA program as specified in the Academic Calendar. Requests for credit transfers shall not be permissible in the fourth (4th) semester.
  - 2.10.12** Students who have passed all the Courses at the end of 1<sup>st</sup> Semester of a MBA program alone can enroll for a MOOC course.
  - 2.10.13** The maximum permissible number of credits that a student may request for transfer in an entire duration of MBA program is twelve (12) credits.
  - 2.10.14** The University shall not reimburse any fees/expense, a student may incur for the MOOC Courses.

## 2.11 Specific Regulations regarding Assessment and Evaluation

(Refer Clauses 8.5 to 8.8 of the Academic Regulations, 2019)

The components of continuous assessments, weightage for each component and the method of evaluation shall be assigned considering the nature of the Courses in terms of the pedagogy and outcomes.

**2.11.1** Normally, for the Courses that have only the Lecture and Tutorial Credit Structure (L – T – 0), with no Practical component, the components of Continuous Assessment and the distribution of weightage among the components of continuous assessment and End Term Final Examination, and duration of the examination/assessment shall be as detailed in Table 2.11.1 below:

<b>Components of Continuous Assessments</b>		<b>Weightage</b>	<b>Duration of Assessment</b>
		<b>(% of Total Marks)</b>	
1	Continuous Assessment 1: Mid Term Examination (MTE)	20%	1 Hour 30 Minutes
	2: Other Components any three (3) of the following: · Quiz · Seminar · Assignments · Project work · Presentation · Case Analysis · Term Paper · Class Tests · Any other assessment as may be prescribed by the respective Course Handouts.	30%	
2	End Term Final Examination (ETFE)	50%	3 Hours

**2.11.2** Normally, for Laboratory/Practice Based Courses with a Credit Structure of (0 – 0 – P), or (L – 0 – P), the components of Continuous Assessment and the distribution of weightage among the components of Continuous Assessment, and End Term Final Practical examination, and duration of the examination/assessment shall be as detailed in Table 2.11.2 below:

<b>Table 2.11.2</b>			
<b>Method of Assessment for Practice Based Courses with Credit Structure (0 – 0 – P) / (L – 0 – P)</b>			
<b>Components of Assessment</b>		<b>Weightage (% of Total Marks)</b>	<b>Duration of Assessment</b>
1	Continuous Assessment 1: Seminar, Presentations, Management Games, Simulation, Practical exercises, conducted in every Practice session / activity, including Lab records if any / project reports, field visits, attendance / class participation as applicable, and as prescribed by the Course Handout.	30%	NA
2	Continuous Assessment 2: Practical Test / Viva-Voce / Quiz / Practice Assignments / Presentations and other assessments as prescribed in the Course Handout.	20%	NA
3	End Term Final Practical Examinations: Case Study, Project Report, Practical Experiment / Practice Test(s) with Viva-Voce, Jury or any other type of assessment as prescribed in the Course Handout.	50%	2 or 3 hours
<b>Total</b>		<b>100%</b>	

**2.11.3** Normally, for Practice/Skill based Courses, without a defined credit structure (L – T – P), but with assigned Credits, (as defined in Clause 5.2 of the Academic Regulations, 2019), the method of evaluation shall be based only on Continuous Assessments. The various components of Continuous Assessments, the distribution of weightage among such components, and the method of evaluation/assessment, shall be prescribed in the concerned Course Handout. There shall be no component of End Term Final Examinations for such Courses.

**2.11.4** Normally, for a Summer Internship Project and Dissertation, the components of Continuous Assessment and the distribution of weightage among the components of Continuous Assessment and duration of the examination/assessment shall be as detailed in Table 2.11.3 below:

<b>Table 2.11.3</b>			
<b>Method of Assessment for Summer Internship Project and Dissertation</b>			
<b>Components of Assessment</b>		<b>Weightage (% of Total Marks)</b>	<b>Duration of Assessment</b>
1	Report (Internship / Social Immersion / Entrepreneurial Project / Field Immersion / Research Project) The structure and format of the report for each project type shall be prescribed in the Internship / Dissertation Handout.	30%	NA
2	Continuous Assessment Components	40%	NA

	(Minimum of 3 Components - Synopsis, Progress Report, Mid Term Review Presentation, Attendance, and Industry Mentor Feedback etc.) The components and corresponding weightage for each project type shall be prescribed in the Internship / Dissertation Handout.		
3	Viva-voce Examination (Panel) Criteria for Evaluation as prescribed in the Internship / Dissertation Handout.	30%	NA
<b>Total</b>		<b>100%</b>	

In case any exception is required for a particular Course, where the methods of assessment prescribed in the specific regulations mentioned above in Sub-Clauses 2.11.1, 2.11.2, 2.11.3 and 2.11.4 are not suitable/relevant for the assessing the performance in the concerned Course, the BOS shall recommend the appropriate method of assessment for approval of the Academic Council.

### **2.12 Special Summer Term (Refer Section \_\_\_\_\_ of the Academic Regulations, 2019 ):**

The Special Summer Term is an **exception provision offered to students of the MBA Program** at the end of the 4<sup>th</sup> Semester of the Program. Students who have placeholder grades of “NP” and/or “NE” in the course(s) on offer, or have failed (“F” grade) in the course(s) of the previous Semester(s) even after availing the Make-Up Examinations, may be allowed, as a special case the provision of the Special Summer Term, only after the declaration of results of the fourth (4<sup>th</sup>) semester of the program concerned, to give them a provision to complete the program in the academic year concerned. Further, students who have secured low grades in the course(s), in the previous semesters can register for the course(s) on offer, to complete the course(s) and earn the concerned credits and/or to improve their performance and secure higher grades in the course(s) may use the provisions of the Special Summer Term. A student who desires to clear failed course(s) and/or improve CGPA may register for the Special Summer Term subject to all the conditions stated in the Sub-Clauses below:

- 2.12.1** A student who wishes to register for the Special Summer Term must complete the registration process on or before the last date for Registration as notified by the University to this effect. No late registration shall be permitted.
- 2.12.2** A student can register for a maximum of THREE (03) Courses.
- 2.12.3** A student cannot request or demand for a specific course to be offered.
- 2.12.4** A student, who is registering for a course (or courses) in the Special Summer Term, must submit a completed Special Summer Term Registration Card, checked and verified by the Dean/HOD concerned, to the Examination Department Academic of the University. Further, where applicable, the Special Summer Term Registration Card will contain the list of failed and/or lower graded course(s) for which the student is registering.
- 2.12.5** A course that is offered may be withdrawn if the number of Registrations for the concerned Course(s) is less than TEN (10). Further, if the Course is withdrawn due to lack of the minimum number of Registrations required (i.e., 10), the Registration Fee for the concerned course shall be refunded to the students who had registered for the concerned course.
- 2.12.6** The student shall remit the Registration Fee per course, as prescribed by the University from time to time, within the date specified for payment. Further,
  - (a) the student must have paid all the required fees and other charges including hostel charges, where applicable;
  - (b) the student must have cleared all University fees and Hostel dues of

- previous semester(s)/year(s); and,  
(c) the student has not been debarred from registering on disciplinary or other grounds.

**2.12.7** All rules and conditions prescribed in Section 15.0 of the Academic Regulations shall be applicable to the Special Summer Term provision.

### **2.13 COURSE HANDOUT (Refer Clause 6.2 of the Academic Regulations, 2019 )**

The Course Handout is a comprehensive document describing the Objectives mapped with Program Educational Objectives / Course Outcomes mapped with Program Outcomes and Program Specific Outcomes, the detailed syllabus (with the prescribed Text Book(s) and Reference Material) and the Lesson/Session-wise Plan, and all the relevant and necessary details regarding the pedagogy, expectation from the students regarding preparation, participation and self-learning, components of continuous assessment and respective weightage (in percentage (%) of the total marks of all components of assessment) given to the components, and the method of evaluation. The guidelines for preparation of the Course Handout, its approval and delivery is listed in the following Sub-Clauses:

- 2.13.1** Normally the Course Handout is prepared by the Course Instructor(s) assigned to teach the Course. In cases of multiple sections of students registered for the same Course, an Instructor In-Charge, assigned by the DAC, shall prepare the Course Handout in consultation with the other Course Instructors assigned to the concerned Course.
- 2.13.2** The DAC shall examine each Course Handout and arrange for necessary deliberations as required. On acceptance of the completeness and quality of the Course Handout, the DAC shall approve the Course Handout.
- 2.13.3** A consolidated printed Booklet of all Course Handouts corresponding to the academic semester of a particular Program of Study shall be provided to every student concerned on the first day/Registration day of the concerned Semester.

The Course Handout is a very important guide for the students registered in the concerned course. The students are expected to use the Course Handout Booklet to prepare regularly and benefit from each session (lecture/tutorial/practical) of the course(s) and perform well in the continuous assessments and end term final examination, as applicable. Every student shall read and adhere to all the guidelines prescribed in the Course Handout.

### **3.0 PART B: PROGRAM CURRICULUM FOR MBA DEGREE PROGRAM**

Over the years the business world has changed significantly. The pace at which technology is changing things around us is remarkable. The technological developments like artificial intelligence, machine learning, mobile internet, cloud technology, additive manufacturing, 3D printing etc are impacting the business world to a larger extent. There is a need for the future managers to align their skill set to keep pace with the rapid changes happening around them. The changes are providing tremendous opportunities as well as challenges. Hence it is imperative to design the curriculum keeping in view the latest industry trends, digital economy and market requirements.

The curriculum for the MBA program is designed with several discussions with industry professionals, entrepreneurs, academic experts and alumni. The curriculum and pedagogy are in alignment with the vision and mission of Presidency University.

In the curriculum design process, an attempt has been made to connect theory to practice and equip MBA students to meet the ever-changing needs of the industry. The curriculum is designed to give the student time needed to learn new skills, develop leadership opportunities by taking part in various extracurricular activities throughout the duration. The curriculum provides them a unique learning experience through professional and personal development courses. The curriculum also provides hands-on learning through internships and dissertation projects. The curriculum is developed to engage the students better and foster peer learning self-learning.

The curriculum designed to ensure holistic understanding of management practices by adopting various pedagogical methods viz. case studies, management games, discussions, role plays, simulations etc. The first two semesters provides the fundamental knowledge required for any manager. The next two semesters students can choose from a range of specialization options to match their personal aspirations and professional objectives. The core and elective courses offered are mapped with the program educational objectives and program outcomes which are identified in line with what every employer seeks in a managerial talent.

#### **3.1 PROGRAM EDUCATIONAL OBJECTIVE**

The Master of Business Administration (MBA) Graduates from Presidency University on completion of the program shall:

- PEO 1** : Demonstrate professional administrative ethics and skills
- PEO 2** : Act as a catalyst to design and develop solutions to business problems.
- PEO 3** : Be equipped with entrepreneurial skills.
- PEO 4** : Engage in continuing education, research and life-long learning to be competitive and enterprising.

#### **3.2 PROGRAM OUTCOMES**

On successful completion of the Master of Business Administration (MBA) program from Presidency University, the student shall possess:

- PO 1** : An ability to apply managerial knowledge to attain business excellence.
- PO 2** : Ability to improve awareness and knowledge about functioning of local and global business environment and society.
- PO 3** : An ability to identify and formulate strategies to solve real life problems in different management functions.
- PO 4** : An ability to facilitate cross functional communication for effective functioning of an organization.
- PO 5** : An ability to involve in strategic planning, critical thinking and innovation.
- PO 6** : An ability to generate and evaluate business ideas.
- PO 7** : An ability to collect, analyze and interpret data for effective decision making.
- PO 8** : An ability to conduct research in various functional areas of management.



### **3.3 PROGRAM SPECIFIC OUTCOMES**

#### **3.3.1 MBA (DUAL SPECIALIZATION)**

On successful completion of the Master of Business Administration (MBA – Dual Specialization) program from Presidency University, the student shall possess:

- PSO 1** : An ability to identify and formulate strategies to solve real life problems in different management functions.
- PSO 2** : An ability to analyze the business problems from different functional perspectives
- PSO 3** : An ability to collect, analyze and interpret data for effective decision making.

#### **3.3.2 MBA (E-COMMERCE)**

On successful completion of the Master of Business Administration (MBA E-Commerce) program from Presidency University, the student shall possess:

- PSO 1** : An ability to identify and formulate strategies to solve real life problems faced by digital enterprises.
- PSO 2** : An ability to analyze the impact of digitalization, innovation and technology on business.
- PSO 3** : An ability to identify opportunities, acquire resources and develop capabilities to run a digital business.

#### **3.3.3 MBA(DIGITAL MARKETING)**

On successful completion of the Master of Business Administration (MBA Digital Marketing) program from Presidency University, the student shall possess:

- PSO 1** : An ability to devise strategies to enhance the visibility of an organization using different digital media and technologies.
- PSO 2** : An ability to unleash the potential of SMAC (Social, Mobile, Analytics and Cloud) in marketing efforts of an organization.
- PSO 3** : An ability to attract, engage and retain customers of an enterprise with the power of digital technologies.

### 3.4 MBA PROGRAM STRUCTURE 2019-21

The program structure of MBA program is given in Table 2.3.1. The suggested structure semester wise is given below in the Table 3.1.1.

<b>Table 3.1.1 MBA Program Structure (2019-21)</b>					
<b>Semester</b>	<b>Course Type &amp; Credits</b>	<b>Single Specialization</b>		<b>Dual Specialization</b>	
		<b>No. of Courses</b>	<b>Total Credits</b>	<b>No. of Courses</b>	<b>Total Credits</b>
<b>Semester I</b>	Core Courses with 2 Credits	3	6	3	6
	Core Courses with 3 Credits	4	12	4	12
	Core Courses with 4 Credits	1	4	1	4
	PPS Course with 1 Credit	1	1	1	1
<b>Sub Total (A)</b>		<b>9</b>	<b>23</b>	<b>9</b>	<b>23</b>
<b>Semester II</b>	Core Courses with 3 Credits	7	21	7	21
	Core Courses with 4 Credits	1	4	1	4
	PPS Course with 1 Credit	1	1	1	1
	ULC Course with 1 Credit	1	1	1	1
<b>Sub Total (B)</b>		<b>10</b>	<b>27</b>	<b>10</b>	<b>27</b>
<b>Internship</b>	Summer Internship Project with 4 Credits	1	4	1	4
<b>Sub Total (C)</b>		<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>
<b>Semester III</b>	Core Courses with 3 Credits	3	9	3	9
	Specialization Core Courses with 3 Credits	4	12	4	12
	PPS course with 1 Credit	2	2	2	2
<b>Sub Total (D)</b>		<b>9</b>	<b>23</b>	<b>9</b>	<b>23</b>
	Core Courses with 3 Credits	1	3	-	-
<b>Semester IV</b>	Core Courses with 2 Credits	1	2	2	4
	Core Courses with 1 Credit	-	-	1	1
	Specialization Core Courses with 3 Credits	2	6	-	-
	Specialization Elective with 3 Credits	2	6	6	12
	Open Elective Courses with 2 Credits	2	4	2	4
<b>Sub Total (E)</b>		<b>8</b>	<b>21</b>	<b>11</b>	<b>21</b>
<b>Dissertation</b>	Dissertation with 4 Credits	1	4	1	4
<b>Sub Total (F)</b>		<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>
<b>Total Credits (A+B+C+D+E+F)</b>		<b>38</b>	<b>102</b>	<b>41</b>	<b>102</b>

**3.5 MASTER OF BUSINESS ADMINISTRATION (MBA – DUAL SPECIALIZATION) DEGREE PROGRAM – PROGRAM CURRICULUM**

<p align="center"><b>Table 3.2.1</b> <b>SEMESTER I</b> <b>Common for all Programs (MBA - Dual and Single Specialization)</b></p>									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	MGT211	Communication for Managers	Core	1	0	2	2	3	EM, P	PE
2	MGT212	Principles of Management	Core	2	0	0	2	2	P	
3	MGT213	Business Statistics	Core	2	2	0	4	4	EM	
4	MGT214	Data Analysis using Spread Sheets*	Core	1	0	2	2	1	EM	
5	MGT215	Financial Accounting for Managers	Core	2	1	0	3	3	P	
6	MGT216	Microeconomics for Managers	Core	3	0	0	3	3	P	ES
7	MGT217	Marketing Management-I	Core	3	0	0	3	3	P	
8	MGT218	Organizational Behaviour	Core	3	0	0	3	3	P	HV, PE
9	PPS211	Personality Development-I	PPS	0	0	2	1	2	EM	PE
<b>TOTAL</b>							<b>23</b>	<b>24</b>		
<p align="right">* Blended with MOOC</p> <p align="center">EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values &amp; PE - Professional Ethics</p>										

Table 3.2.2 SEMESTER II Common for all Programs (MBA - Dual and Single Specialization)									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	MGT221	Corporate Finance	Core	3	1	0	4	4	P	
2	MGT222	Production and Operations Management	Core	3	0	0	3	3	E, P	
3	MGT223	Human Resource Management	Core	3	0	0	3	3	E, P	HV
4	MGT224	Macro Economics for Managers	Core	3	0	0	3	3	P	ES
5	MGT225	Management Accounting	Core	3	0	0	3	3	P	
6	MGT226	Business Research Methods	Core	3	0	0	3	3	EM	
7	MGT227	Marketing Management-II	Core	2	1	0	3	3	P	
8	MGT228	Management Information Systems	Core	3	0	0	3	3	P	
9	PPS221	Personality Development-II	PPS	0	0	2	1	2	EM	HV, PE
10	ULC101	University Learning Course	ULC				1			ES, HV
<b>TOTAL</b>							<b>27</b>	<b>27</b>		

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.2.3 SEMESTER III MBA - Dual Specialization									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	PPS231	Aptitude Training	PPS	0	0	2	1	2	EM	
2	PPS232	Personality Development- III	PPS	0	0	2	1	2	EM	HV, PE
3	MGT231	Business Laws	Core	3	0	0	3	3	P	PE
4	MGT232	Digital Entrepreneurship	Core	3	0	0	3	3	EM, E	
5	MGT233	Corporate Strategy – I	Core	3	0	0	3	3	P	ES
6		Specialization* (A) Core 1	Spl. Core	3	0	0	3	3		
7		Specialization* (A) Core 2	Spl. Core	3	0	0	3	3		
8		Specialization* (B) Core 1	Spl. Core	3	0	0	3	3		
9		Specialization* (B) Core 2	Spl. Core	3	0	0	3	3		
10	MGT501	Summer Internship Project	Project				4		P	
<b>TOTAL</b>							<b>23+4</b>	<b>25</b>		

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.2.4 SEMESTER IV MBA - Dual Specialization									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	MGT241	Business Ethics	Core	2	0	0	2	2	P	HV, PE
2	MGT242	Corporate Strategy – II (Practicum)	Core	0	0	2	1	2	P	ES
3	MGT243	Contemporary Issues in Business and Society	Core	2	0	0	2	2	EM, E	HV, PE
4		Specialization* (A) Elective 1	Spl. Elective	2	0	0	2	2		
5		Specialization* (A) Elective 2	Spl. Elective	2	0	0	2	2		
6		Specialization* (A) Elective 3	Spl. Elective	2	0	0	2	2		
7		Specialization* (B) Elective 1	Spl. Elective	2	0	0	2	2		
8		Specialization* (B) Elective 2	Spl. Elective	2	0	0	2	2		
9		Specialization* (B) Elective 3	Spl. Elective	2	0	0	2	2		
10		Open Elective – I	Open Elective	2	0	0	2	2		
11		Open Elective – II	Open Elective	2	0	0	2	2		
12	MGT502	Dissertation	Project				4		P	
<b>TOTAL</b>							<b>21+4</b>	<b>22</b>		
EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics										

Table 3.2.5 List of Specialization Electives – Finance								Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	COURSE TYPE	CREDIT STRUCTURE					
				L	T	P	Credits		
1	FIN201	Investment Management	Spl. Core	3	0	0	3	EM	
2	FIN202	Financial Markets and Services	Spl. Core	3	0	0	3	EM	
3	FIN204	Derivatives and Risk Management	Spl. Elective	2	0	0	2	EM	
4	FIN205	International Finance	Spl. Elective	2	0	0	2	P	
5	FIN206	Mergers, Acquisitions and Corporate Restructuring	Spl. Elective	2	0	0	2	P	
6	FIN207	Insurance and Risk Management	Spl. Elective	2	0	0	2	EM	
7	FIN208	Commercial Banking	Spl. Elective	2	0	0	2	EM	
8	FIN209	Financial Analytics	Spl. Elective	2	0	0	2	E, EM	
9	FIN210	Strategic Financial Management	Spl. Elective	2	0	0	2	E	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.2.6 List of Indicative MOOC Courses – Finance				
S. No.	Course Name	Duration	Faculty & Institute	MOOC Provider
1	Bank Management	12 Weeks	Prof. R. Madhumathi, IIT Madras	NPTEL - SWAYAM
2	Corporate Tax Planning	15 Weeks	Prof. Anirban Ghosh Netaji Subhas Open University, Kolkata	NPTEL - SWAYAM
3	Working Capital Management	12 Weeks	Prof. Anil K. Sharma, IIT Roorkee	NPTEL - SWAYAM
4	Beginner to Pro in Excel: Financial Modeling and Valuation		365 Careers	UDEMY

<b>Table 3.2.7</b> <b>List of Specialization Electives – Marketing</b>								<b>Skill Development</b>	<b>Focus Areas</b>
<b>S. No.</b>	<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>COURSE TYPE</b>	<b>CREDIT STRUCTURE</b>					
				<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>		
1	MKT201	Sales and Retail Management	Spl. Core	3	0	0	3	EM	
2	MKT204	Marketing of Services	Spl. Core	3	0	0	3	EM	
3	MKT205	Consumer Behaviour	Spl. Elective	2	0	0	2	E, EM	
4	MKT206	Integrated Marketing Communication(s)	Spl. Elective	2	0	0	2	EM	
5	MKT207	Product and Brand Management	Spl. Elective	2	0	0	2	EM	
6	MKT208	Marketing Analytics	Spl. Elective	2	0	0	2	E, EM	
7	MKT209	Rural Marketing	Spl. Elective	2	0	0	2	E, P	
8	MKT210	Digital and Social Media Marketing	Spl. Elective	2	0	0	2	EM	
9	MKT211	International Marketing	Spl. Elective	2	0	0	2	P	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

<b>Table 3.2.8</b> <b>List of Indicative MOOC Courses – Marketing</b>				
<b>S. No.</b>	<b>Course Name</b>	<b>Duration</b>	<b>Faculty &amp; Institute</b>	<b>MOOC Provider</b>
1	Marketing & Innovation	8 Weeks	Prof. Smitha Girija & Prof. Jagdish Sheth, IILM Institute of Higher Education, IIMB	NPTEL - SWAYAM
2	New Product Development	6 Weeks	Dr. Ganesh N Prabhu, IIMB	NPTEL - SWAYAM
3	CRM	4 Weeks	Dr. Shainesh G, IIMB	NPTEL - SWAYAM
4	Marketing Research and Analysis	8 Weeks	Prof. Jogendra Kumar Nayak, IIT Roorkee	NPTEL - SWAYAM



<b>Table 3.2.9 List of Specialization Electives – Human Resource Management</b>								<b>Skill Development</b>	<b>Focus Areas</b>
<b>S. No.</b>	<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>COURSE TYPE</b>	<b>CREDIT STRUCTURE</b>					
				<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>		
1	HRM203	Industrial Relations and Labor Laws	Spl. Core	3	0	0	3	P	
2	HRM204	Talent Management	Spl. Core	3	0	0	3	EM	
3	HRM205	Performance Management	Spl. Elective	2	0	0	2	EM	
4	HRM206	Compensation Management	Spl. Elective	2	0	0	2	EM, E	
5	HRM207	Learning and Development	Spl. Elective	2	0	0	2	EM, P	HV
6	HRM208	International Human Resource Management	Spl. Elective	2	0	0	2	P	
7	HRM209	Organizational Development and Change	Spl. Elective	2	0	0	2	P, E	HV
8	HRM210	Stress Management and Counseling	Spl. Elective	2	0	0	2	P	HV, PE
9	HRM211	HR Analytics	Spl. Elective	2	0	0	2	EM	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

<b>Table 3.2.10 List of Indicative MOOC Courses – Human Resource Management</b>				
<b>S. No.</b>	<b>Course Name</b>	<b>Duration</b>	<b>Faculty &amp; Institute</b>	<b>MOOC Provider</b>
1	Human Resource Development	12 Weeks	Prof. Kailash B L Srivastava, IIT Kharagpur	NPTEL - SWAYAM
2	Performance and Reward Management	12 Weeks	Prof. Sushmita Mukhopadhyay, IIT Kharagpur	NPTEL - SWAYAM
3	Conflict Management with Emotional Intelligence	12 Weeks	Robin Hills	Udemy
4	Organization Design: Creating Competitive Advantage	7 Weeks	IIMB	IIMBx
5	Diversity and inclusion in the workplace	4 Weeks	Junko Takagi, ESSEC Business School	Coursera
6	HR Best Practices: How Top Companies Engage, Retain Manpower	6 Weeks	Shubhi Saxena, Vishal Singh Jadon	Udemy
7	Human Resources Strategy Bootcamp	6 Weeks	Annissha Deshpande	Udemy
8	Influencing People	4 Weeks	Scott DeRue & Maxim Sytch	Coursera

<b>Table 3.2.11</b>								<b>Skill Development</b>	<b>Focus Areas</b>
<b>List of Specialization Electives – Operations and Supply Chain Management</b>									
<b>S. No.</b>	<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>COURSE TYPE</b>	<b>CREDIT STRUCTURE</b>					
				<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>		
1	OPS202	Project Management	Spl. Core	3	0	0	3	E	
2	OPS204	Global Integrated Supply Chain	Spl. Core	3	0	0	3	EM, E	
3	OPS205	Services Operations Management	Spl. Elective	2	0	0	2	EM, E	
4	OPS206	Production Planning and Control	Spl. Elective	2	0	0	2	EM, E	
5	OPS207	Lean Six Sigma	Spl. Elective	2	0	0	2	P	
6	OPS208	Product Innovation and Development	Spl. Elective	2	0	0	2	E, P	ES
7	OPS209	Operations Strategy	Spl. Elective	2	0	0	2	E, P	ES
8	OPS210	Total Quality Management	Spl. Elective	2	0	0	2	P	PE
9	OPS211	Operations Analytics	Spl. Elective	2	0	0	2	EM	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

<b>Table 3.2.12</b>				
<b>List of Indicative MOOC Courses – Operations and Supply Chain Management</b>				
<b>S. No.</b>	<b>Course Name</b>	<b>Duration</b>	<b>Faculty &amp; Institute</b>	<b>MOOC Provider</b>
1	Continuous Quality Improvement Tools & Techniques	12 Weeks	Dr. Sanjeev Singh, Quality Council of India, IIM-B	SWAYAM
2	New Product Development	6 Weeks	Prof. Ganesh N Prabhu, IIM-B	SWAYAM
3	Manufacturing Competitiveness	8 Weeks	Shishir Bharadwaj, Quality Council of India, IIM-B	SWAYAM
4	Toyota Production System	8 Weeks	Prof. Rajat Agrawal, IIT Roorkee	SWAYAM
5	Supply Chain Analytics	8 Weeks	Prof. Rajat Agrawal, IIT Roorkee	NPTEL
6	Advances Green Manufacturing System	12 Weeks	Prof. Deepu Philip, Prof. Amandeep Singh IIT-Kanpur	NPTEL

Table 3.2.13 List of Specialization Electives – Business Analytics								Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	COURSE TYPE	CREDIT STRUCTURE					
				L	T	P	Credits		
1	BAM201	Applied Business Analytics	Spl. Core	3	0	0	3	EM, P	
2	BAM202	Business Forecasting	Spl. Core	3	0	0	3	EM, P	
3	BAM203	Data Visualization	Spl. Elective	2	0	0	2	EM, P	
4	BAM204	Predictive Analytics	Spl. Elective	2	0	0	2	EM, P	
5	BAM205	Programming for Analytics	Spl. Elective	2	0	0	2	EM, P	
6	BAM206	Financial Analytics	Spl. Elective	2	0	0	2	EM, P	
7	BAM207	Marketing Analytics	Spl. Elective	2	0	0	2	EM, P	
8	BAM208	HR Analytics	Spl. Elective	2	0	0	2	EM, P	
9	BAM209	Operations Analytics	Spl. Elective	2	0	0	2	EM, P	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.2.14 List of Indicative MOOC Courses – Business Analytics				
S. No.	Course Name	Duration	Faculty & Institute	MOOC Provider
1	Practitioners Course In Descriptive, Predictive And Prescriptive Analytics	8 Weeks	Prof. Deepu Philip, Prof. Amandeep Singh Oberoi, IIT Kanpur	NPTEL – SWAYAM
2	Business Analytics & Text Mining Modeling Using Python	8 Weeks	IIT R	NPTEL – SWAYAM
3	Introduction to Business Analytics: Communicating with Data	4 Weeks	Kevin Hartman, Visiting Professor & Head of Analytics at Google	Coursera

**3.6 MASTER OF BUSINESS ADMINISTRATION (MBA – E-COMMERCE) DEGREE PROGRAM – PROGRAM CURRICULUM**  
 First Two Semesters are common for all the MBA Programs (Dual and Single Specialization)

Table 3.6.1 SEMESTER III MBA – E-Commerce									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	PPS231	Aptitude Training	PPS	0	0	2	1	2	EM	
2	PPS232	Personality Development- III	PPS	0	0	2	1	2	EM	HV, PE
3	MGT232	Digital Entrepreneurship	Core	3	0	0	3	3	EM, E	
4	ECM202	Cost & Revenue Management	Core	3	0	0	3	3	E, P	
5	ECM203	Service Operations Management	Core	3	0	0	3	3	E	
6	ECM204	Digital Customer Behavior	Spl. Core	3	0	0	3	3	EM	HV, PE
7	ECM205	Digital Product Management	Spl. Core	3	0	0	3	3	EM	
8	ECM206	E-Commerce Supply Chain and Logistics Management	Spl. Core	3	0	0	3	3	E, P	
9	ECM207	Cyber Security	Spl. Core	3	0	0	3	3	EM, P	PE
10	MGT501	Summer Internship Project	Project				4		P	
<b>TOTAL</b>							<b>23 + 4</b>	<b>25</b>		
EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics										

Table 3.6.2 SEMESTER IV MBA – E-Commerce									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	ECM208	E-Commerce Strategy	Core	3	0	0	3	3	P	ES
2	MGT241	Business Ethics	Core	2	0	0	2	2	P	PE
3	ECM209	Cyber Law	Spl. Core	3	0	0	3	3	P	PE
4	ECM210	Digital and Social Media Marketing	Spl. Core	3	0	0	3	3	EM	
5		Specialization Elective I	Spl. Elective	3	0	0	3	3		
6		Specialization Elective II	Spl. Elective	3	0	0	3	3		
7		Open Elective - I	Open Elective	2	0	0	2	2		
8		Open Elective - II	Open Elective	2	0	0	2	2		
9		Dissertation	Project				4		P	
<b>TOTAL</b>							<b>21 + 4</b>	<b>21</b>		

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.6.3 List of Specialization Electives - MBA – E-Commerce									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	ECM211	Advanced Cyber Security	Spl. Elective	3	0	0	3	3	P	PE
2	ECM212	Fintech	Spl. Elective	3	0	0	3	3	EM	
3	ECM213	Healthtech	Spl. Elective	3	0	0	3	3	EM	
4	ECM214	Edutech	Spl. Elective	3	0	0	3	3	EM	

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

**3.7 MASTER OF BUSINESS ADMINISTRATION (MBA – DIGITAL MARKETING) DEGREE PROGRAM – PROGRAM CURRICULUM**

First Two Semesters are common for all the MBA Programs (Dual and Single Specialization)

Table 3.7.1 SEMESTER III MBA – Digital Marketing									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	PPS231	Aptitude Training	PPS	0	0	2	1	2	EM	
2	PPS232	Personality Development- III	PPS	0	0	2	1	2	EM	HV, PE
3	MGT232	Digital Entrepreneurship	Core	3	0	0	3	3	EM, E	
4	DMK201	Digital Marketing Strategy - I	Core	3	0	0	3	3	E, P	
5	DMK202	Digital Customer Behavior	Core	3	0	0	3	3	E	
6	DMK203	Email Campaigning and Affiliate Marketing	Spl. Core	3	0	0	3	3	EM	
7	DMK204	Search Engine Optimization and Marketing	Spl. Core	3	0	0	3	3	EM	
8	DMK205	UI Development	Spl. Core	2	1	0	3	3	EM, E	
9	DMK206	Mobile Marketing	Spl. Core	2	1	0	3	3	EM	
10	MGT501	Summer Internship Project	Project				4		P	
<b>TOTAL</b>							<b>23 + 4</b>	<b>25</b>		

EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills  
GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics

Table 3.7.2 SEMESTER IV MBA – Digital Marketing									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	DMK207	Digital Marketing Strategy -II	Core	3	0	0	3	3	P	ES
2	MGT241	Business Ethics	Core	2	0	0	2	2	P	PE
3	DMK208	Social Media Marketing	Spl. Core	2	1	0	3	3	EM	
4	ECM209	Cyber Laws	Spl. Core	3	0	0	3	3	EM	HV, PE
5		Specialization Elective I	Spl. Elective	3	0	0	3	3		
6		Specialization Elective II	Spl. Elective	3	0	0	3	3		
7		Open Elective – I	Open Elective	2	0	0	2	2		
8		Open Elective – II	Open Elective	2	0	0	2	2		
9		Dissertation	Project				4		P	
<b>TOTAL</b>							<b>21 + 4</b>	<b>21</b>		
EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics										

Table 3.7.3 List of Specialization Electives - MBA – Digital Marketing									Skill Development	Focus Areas
S. No.	COURSE CODE	COURSE NAME	Course Type	CREDIT STRUCTURE				CONTACT HOURS		
				L	T	P	Credits			
1	DMK209	Web Analytics	Spl. Elective	3	0	0	3	3	EM, E	
2	DMK210	Digital Display Advertising	Spl. Elective	3	0	0	3	3	EM, E	
3	DMK211	Digital Branding and Engagement	Spl. Elective	3	0	0	3	3	EM, E	
4	ECM207	Cyber Security	Spl. Elective	3	0	0	3	3	P	PE
EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics										



### 3.8 OPEN ELECTIVES

<b>Table 3.8.1</b>										
<b>List of Open Electives to be offered by School of Management</b>										
S. No.	COURSE CODE	COURSE NAME	Functional Area	CREDIT STRUCTURE				CONTACT HOURS	Skill Development	Focus Areas
				L	T	P	Credits			
1	MGO201	Data Visualization	Business Analytics	1	0	2	2	3	EM	
2	MGO202	Econometrics for Managers	General Management	2	0	0	2	2	EM	
3	MGO203	Management Consulting	General Management	2	0	0	2	2	P	HV, PE
4	MGO204	E-Business Management	General Management	2	0	0	2	2	EM, E	
5	MGO205	Psychology at Work	HR	2	0	0	2	2	P	HV, PE
6	MGO206	Leadership in Organizations	HR	2	0	0	2	2	E, EM, P	HV, PE
7	MGO207	Customer Relationship Management	Marketing	2	0	0	2	2	EM, P	HV
8	MGO208	International Business	General Management	2	0	0	2	2	P	ES
9	MGO101	Personal Finance	Finance	2	0	0	2	2	P	
10	MGO102	E-Business	General Management	3	0	0	3	3	P	PE
EM – Employability Skills, E – Entrepreneurial Skills, P – Professional Skills GE – Gender Equality, ES – Environment and Sustainability, HV - Human Values & PE - Professional Ethics										

**Table 3.8.2**  
**LIST OF MOOC Courses – Open Electives**

S. No.	Course Name	Duration	Faculty & Institute	MOOC Provider
1	Digital Transformation in Financial Services	12 Weeks	Prof. Jonas Hedman, Prof. Stefan Henningsson, Copenhagen Business School	Coursera
2	Trading Basics	4 Weeks	Prof. Ramabhadran Thirumalai, ISB	Coursera
3	e-Business	12 Weeks	Prof. Mamatha Jenamani, IIT Kharagpur	SWAYAM
4	e - Commerce Technologies	12 Weeks	Dr. G Selva Jeba, MKU, TN	SWAYAM
5	Building Influence at Work	4 Weeks	Andrew Luttrell, Ph.D.	Udemy
6	Crafting Realities: Work, Happiness, and Meaning	7 Weeks	Ramya Ranganathan, IIM Bangalore	IIMBx
7	Design Thinking - A Primer	4 Weeks	Prof. Ashwin Mahalingam & Prof. Bala Ramadurai, IIT Madras	NPTEL - SWAYAM
8	Decision-Making Under Uncertainty	4 Weeks	Prof. N. Gautam, Texas A&M Univ.	NPTEL - SWAYAM

### 3.9 VALUE ADDED COURSES

The Value Added Courses offered are not credited. The total contact hours in the entire duration of the program should be not less than 30 hours.

S. No.	COURSE CODE	COURSE NAME	CONTACT HOURS			
			SEM I	SEM II	SEM III	SEM IV
1	VAC 101	Yoga and Meditation	10	10	10	10
2	VAC 102	Public Speaking	10	10	10	-
3	VAC 103	Corporate Etiquettes	10	10	10	-
4	VAC 104	Coping with Stress	10	10	10	-
5	VAC 105	Story telling with Data	10	10	10	-
6	VAC 106	Positive Thinking	10	10	5	5

### 3.10 COURSE DESCRIPTION AND SYLLABUS FOR MBA I SEMESTER - COMMON FOR ALL MBA PROGRAMS

Course Code		Credit Structure				Contact Hours
Course Name	Communication for Managers	L	T	P	C	
Course Type	Core	1	0	2	2	3

#### Course Description:

Explicit and group success is subject to the ability of individuals to communicate with others, face to face, as well as virtually. Every single interface with another person determines how one is perceived and every interaction is an opportunity to develop trust and exert positive influence. Whether presenting one -to -one or to an audience of one thousand, conveying information to a project team or delivering a difficult message, communicating effectively is one of the most powerful skills for achieving one's objectives. The communications skills covered in this course will increase one's ability to exercise choice and control for every type of conversation, both verbal and written and improve quality of relationships and productivity.

#### Syllabus:

**UNIT I** – Purpose of Business Communication - The communication process, Communication within organization, External influence in business communication

**UNIT II** – Listening as a Communication Skill

**UNIT III** – Planning Written and Spoken Messages - Purpose and types of messages, Envision the audience, Consider the context, Choose a channel and media, Organize the message, Sales/Claim/Adjustment letters, Memo/Notice/Agenda/Minutes of meeting

**UNIT IV** – Organizing and Preparing Reports and Proposals - Parts of a formal report, Organization of formal reports, Short reports, Parts of a proposal

**UNIT V** – Designing and Delivering Business Presentation - Planning an effective business presentation, organizing the content, Designing compelling presentation visuals, refining your delivery

**UNIT VI** – Preparing Resume

**UNIT VII** – Etiquette Advantage in Business Communication - Introduction, Greetings and art of conversation, Dressing and grooming, Norms of business dressing, Business meals, Table manners

#### Text Book(s):

**T 1** : Bovee, C.L., Thill, J.V., & Schatzman, B.E. *Business Communication Today*. Prentice Hall.

#### Reference Book(s):

**R 1** : Ober, S. *Contemporary Business Communication*. Biztantra Publications.

**R 2** : Munter, M. *Guide to Managerial Communication*. Pearson Education.

**R 3** : Pradhan H. & Pradhan, J.L. *Business Communication*. Himalaya Publishing.

Course Code		Credit Structure				Contact Hours
Course Name	Principles of Management	L	T	P	C	
Course Type	Core	2	0	0	2	2

**Course Description:**

This course introduces the nature and functions of management, development of management thought, social responsibilities of business, planning, decision making, business forecasting and operations research, organization, authority, delegation and decentralization, co-ordination, informal organization, staffing, training and development, performance management, compensation plans, direction and supervision, communication, leadership, managerial control, organization change, organization climate or culture.

**Syllabus:**

**UNIT I** - Introduction: Concept, nature, process and significance of management; Roles and Skills of Managers; Management Development; Classical and neo – classical systems; Contingency approaches.

**UNIT II** - Forms & Types; Planning: Objectives, Policies, Procedures and Methods. Nature and Policy Types, Process of Decision making, Problem solving in Decision – making.

**UNIT III** - Organization Type, Organizational structure – Expanse of Control – Departments – Informal Organization - Relevance of Staffing.

**UNIT IV** - Authority, Delegating, Decentralization – Differentiation of power and authority – Authority in use – Distinguishing Decentralization from Centralization, Responsibility – Characteristics, Purpose and Objectives of Directing. Interpretation, significance and types of control – Process of Control.

**Text Book(s):**

**T 1** : P.C. Tripathi & P.N. Reddy, Principles of Management, McGraw Hill Education

**Reference Book(s):**

**R 1** : Weihrich and Koontz, Essentials of Management; Tata McGraw

**R 2** : W.L. Hill, Principles of Management, Tata McGraw Hill Education Private Limited

Course Code		Credit Structure				Contact Hours
Course Name	Business Statistics	L	T	P	C	
Course Type	Core	2	2	0	4	4

### Course Description:

Business statistics course helps the students to understand the data and statistics as it is a prerequisite for managerial decision making. This course covers the concepts with the basic techniques of business statistics viz. Basic concepts of data, types of data, variables and types of variables, Data Presentation, Data summarization, Measures of central tendencies, Measures of dispersion, variation, normal distribution, sampling, counting rules, Probability and probability rules, Random variables, Probability Relationships, Tests concerning a proportion and difference between two proportions, linear regression and correlation. Students will be exposed to these topics and how each applies to and can be used in the business environment. Moreover, this course is designed to introduce management students to develop the analytical and interpretation skills. At the end of the course the students will be able to understand fundamental statistical concepts and probability and apply it for different business and economic conditions.

### Syllabus:

**Unit I - Data Presentation and Measures of Central Tendency** - Introduction to Statistics – data types – numerical, categorical – variable, constant. Measurement scales for variables – nominal, ordinal, interval and ratio. Organizing and visualizing categorical data – summary table – contingency table- bar chart- pie chart- side by side bar chart. Organizing and visualizing numerical data – ordered array- frequency distribution, histogram, frequency curve, cumulative frequency curve. Stem and leaf display. Measures of central tendency – mean, median and mode, quartiles and percentiles for grouped and ungrouped data, their relative merits and demerits.

**Unit II - Measures of variation and Probability** - Measures of variation – range, interquartile range for grouped and ungrouped data Standard deviation, variance and coefficient of variation (grouped and ungrouped data). Random experiment, sample space, event, equally likely events, mutually exclusive events and complement of an event. Classical approach to probability, simple probability, joint probability and marginal probability Addition and multiplication rules of probability, independence of events. Conditional probability and Bayes theorem.

**Unit III - Random Variable and Probability Distributions** - Random variable – Discrete and Continuous random variable. Expected value and variance of a discrete random variable. Covariance, Portfolio expected return and portfolio risk. Probability distributions – discrete and continuous. Probability mass function and probability density functions. Discrete distributions – Binomial distribution, Poisson distribution – mean, variance and computation of probabilities. Continuous distributions -normal distribution – properties and computation of probabilities. Introduction to uniform and exponential distributions.

**Unit IV - Sampling distribution, Interval estimation and Test of Hypothesis for means** - Sampling distribution – Population, sample, parameter and statistic. Sampling distribution of mean. Introduction to t, chi square and F distributions. Interval estimation – confidence interval estimator of mean (known and unknown variance) and proportion. Sample size determination. Testing of hypothesis – Null hypothesis,

alternative hypothesis, type I and type II errors, level of significance, acceptance region and rejection region. Test for single mean (known and unknown variance). Test for two means (known and unknown variances) and paired t test

**Unit V - Test of hypothesis for proportions, Correlation and Regression** - Test for single proportion and two proportions. Chi square test for independence of attributes. Correlation coefficient, scatter plot, Karl Pearson's correlation coefficient, Spearman's rank correlation coefficient. Simple linear regression – determining the linear regression equation using least squares method. Standard error of the estimate. Evaluating the assumptions – residual analysis. Introduction to Multiple linear regression

**Text Book(s):**

**T 1** : David, M. Levine., David, F. Stephan., & Kathryn, A. Szabat. *Statistics for Managers- Using Microsoft Excel*. Pearson.

**Reference Book(s):**

**R 1** : Anderson. *Statistics for Business and Economics*. Cengage Learning.

**R 2** : Murray, R. Siegel, & Larry, J. Stephens. *Statistics*. Schaum's Outlines, Tata McGraw Hill.

Course Code		Credit Structure				Contact Hours
Course Name	Data Analysis using Spread Sheets*	L	T	P	C	
Course Type	Core	1	0	2	2	-

\*Blended with MOOC Course

### Course Description:

The simple spreadsheet is one of the most powerful data analysis tools that exist, and it's available to almost anyone. Spread sheets software's are mostly used in workplace to understand and handle data. Spreadsheets are useful to create and build charts, pivot tables, use formulas, identify patterns and trends in data etc. There are numerous ways in which spreadsheets is useful for business operations like forecasting sales, maintain accounts, preparing budgets, keeping track of expenses, planning for a meeting, organizing client sales list etc. The advanced features and tools in Spreadsheets make it as a Decision Support System (DSS).

### Syllabus:

**UNIT I: Using the Spreadsheets** - Open/ close a spreadsheet application, Open/ close spreadsheets, create a new spreadsheet based on default template, set basic options/preferences in the application: user name, default folder to open, save spreadsheets.

**UNIT II: Cells** - Edit cell content, modify existing cell content, sort a cell range by one criterion in ascending, descending numeric order, ascending, descending alphabetic order, Copy the content of a cell, cell range within a worksheet, between worksheets, between open spreadsheets, Use the autofill tool/copy handle tool to copy, increment data entries.

**UNIT III: Managing Worksheets** - Select a row/ column, range of adjacent rows/ columns, range of non-adjacent rows/ columns, Insert, delete rows and columns, modify column widths, row heights to a specified value, to optimal width or height, Freeze, unfreeze row and/or column titles.

**UNIT IV: Formulas and Functions** - Create formulas using cell references and arithmetic operators (addition, subtraction, multiplication, division), Identify and understand standard error values associated with using formulas: #NAME?, #DIV/0!, #REF!, Understand and use relative, absolute cell referencing in formulas, Use sum, average, minimum, maximum, count, counta, round functions, Use the logical function if (yielding one of two specific values) with comparison operator: =, >, <, Use of mathematical functions, statistical functions, text functions, financial functions and lookup functions.

**UNIT V: Formatting** - Format cells to display numbers to a specific number of decimal places, to display numbers with, without a separator to indicate thousands, Format cells to display a date style, to display a currency symbol, Format cells to display numbers as percentages, Change cell content appearance and Apply formatting to cell contents, Apply text wrapping to contents within a cell, cell range, Align cell contents: horizontally, vertically, Adjust cell content orientation, Merge cells and center a title in a merged cell.

**UNIT VI: Charts** - Create different types of charts from spreadsheet data: column chart, bar chart, line chart, pie chart, Add, remove, edit a chart title, add data labels to a chart: values/numbers, percentages, Change chart area background color, legend fill color, Change the column, bar, line, pie slice colors in the chart, Change font size and colour of chart title, chart axes, chart legend text.

**UNIT VII: Tables** - Create, modify a pivot table/data pilot, Modify the data source and refresh the pivot table/data pilot, Filter, sort data in a pivot table/data pilot, Sort data by multiple columns at the same time, apply advanced filter options to a list, Use automatic sub-totaling features.

**UNIT VIII: Linking, Embedding and Importing** - Insert, edit, remove a hyperlink, Link data within a spreadsheet, between spreadsheets, between applications, Update, break a link, and Import delimited data from a text file.

**Text Book(s):**

**T 1** : Lab Manual

**Reference Book(s):**

**R 1** : MS Excel 2016 Tutorials.



Course Code		Credit Structure				Contact Hours
Course Name	Financial Accounting for Managers	L	T	P	C	
Course Type	Core	2	1	0	3	3

### Course Description:

Accounting is the language of business, because owners/investors, employees, creditors, regulators and others use the result of the accounting process to help their planning, control and decision making activities related to the achievement of organizational objectives. It involves the recording of financial transactions in a systematic way, analysis and reporting of the financial situation of the firm to the shareholders and other stakeholders.

The objective of the course is to train future managers to understand the financial statements in a better way and thus they learn the functional importance of accounting. This course introduces students who are new to accounting and helps them to understand the basic concepts and the process of accounting. It equips the students with the concepts, principles and techniques to be applied in the Accounting Cycle. The preparation of the financial statements – Profit and Loss Account, the Balance Sheet which culminates in final accounts. Students understand the various steps involved in accounting process which culminates in the preparation of financial statements. The students learn to make informed decisions in the management of business and they understand the part of accounting as an indispensable tool for the quantitative measurement of the implications of a decision. The students understand the performance of a company by measuring the financial transactions and thereby helping them to make effective decisions.

### Syllabus:

#### Unit I - Introduction to Accounting – Types

Branches of Accounting, Financial Accounting – Objectives, Users–External & Internal, Types of Business Entities- Sole, Proprietorship and Corporation. GAAP, Accounting basis – Cash and Accrual, Accounting system – Single and double entry, Accounting Concepts, Accounting Equation, Transaction Analysis– Concept of assets, liabilities, capital, revenue and expenses

**Unit II - Financial Statements preparation** – Preparation of Statement of profit and loss, Balance sheet and Statement of Changes in Equity

**Unit III – Depreciation** - Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method

**Unit IV - Financial Statement Analysis** – Common size and Comparative statements, Ratio Analysis – Liquidity, Turnover or Efficiency, Profitability, Solvency or Leverage Ratios, Trend Analysis

#### Unit V - Contemporary issues in Accounting

Reading and Understanding the contents of Annual Report, Legal – Companies Act 2013, SEBI, Regulatory – IFRS Indian Accounting Standards (Ind AS).

### Text Book(s):

**T 1** : Ashish K Bhattacharya, Essentials of Financial Accounting, Prentice Hall India Ltd, Fourth Edition

### Reference Book(s):

**R 1** : Peter Atrill, E. J. McLaney, *Accounting and Finance for Non-specialists*, Prentice Hall Financial Times, 2008.

**R 2** : Maheswari S N, Maheswari, *A Text Book of Accounting for Management*, 3<sup>rd</sup> Edition, Vikas Publishing House [P] Ltd, 2014.

Course Code		Credit Structure				Contact Hours
Course Name	Microeconomics for Managers	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

Microeconomics for Managers course will provide a solid framework for understanding the principles of economics and its different applications with an introduction to some basic macroeconomics concepts. The course will provide an overview of all the microeconomic concepts as related to functioning of market, efficiency and welfare aspects of markets, marginal analysis as applied to decision making and market structure. Additionally, it will also provide a theoretical introduction to basic concepts in macroeconomics. The intent of this course is to introduce economic analysis concepts in such a way that students can apply them in the context of business decisions. The course is designed for students who have not studied Microeconomics for Business before or who have not previously completed a comprehensive introductory course in economics.

### Syllabus:

**Unit 1 - Introduction of Microeconomics and Key concepts** - Choice as an economic problem- Economic concepts-Factors of production-The circular flow of economic activity- The roles of the firm and the House hold- The nature of the firm-Concept of Economic Profit- Economics and decision making,

**Unit II - Consumption Decisions** - Demand theory and analysis- Law of demand, demand estimation & forecasting Supply, market equilibrium, Categories of price elasticity of demand, other elasticity measures. Theory of Consumer Behavior - Cardinal and Ordinal Concepts, Indifference curve, Consumer Equilibrium

**Unit III - Production and Cost Decisions** - Production theory and analysis - The production function- Economies of scale and scope- Cost analysis-Profit contribution analysis-

**Unit IV - Managerial decision making under alternative market structures** - Perfect competition- Equilibrium in the short run and long-run-Monopoly equilibrium and pricing practices- Monopolistic competition-Oligopoly market

**Unit V - Pricing Decisions** - Pricing of multiple products- Price discrimination- Average cost plus pricing- Marginal cost pricing- Peak load pricing

**Unit VI - The Economics of Information** - Principal agent problem- The problem of moral hazard- Asymmetric information -The problem of Adverse Selection.

### Text Book(s):

**T 1** : Mankiw, N. G. *Principles of Microeconomics*. South Western Cengage Learning.

### Reference Book(s):

**R 1** : Salvatore, D., *et al. Managerial Economics: Principles and Worldwide Applications*. Oxford Higher Education.

**R 2** : Pindyck, R., & Rubenfield, D. *Microeconomics*. Pearson.

**R 3** : Sloman, J. *Economics*. Prentice Hall.

Course Code		Credit Structure				Contact Hours
Course Name	Marketing Management-I	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

Marketing may be defined as the collection of activities undertaken by the firm to relate profitability to its market. Marketing in the modern context goes beyond its immediate role as a process through which exchange of goods and services takes place and is viewed as an integral part of the total socioeconomic system which provides the framework within which activities take place. It is, therefore, imperative to understand the total structure of the society in order to gain an insight into the true character of the marketing system. The main concern of marketing is to identify and satisfy specific customer needs by means of specific products or services; wherein lies the key to profit. This course addresses the management challenge of *designing* and *implementing* the best combination of marketing actions to carry out a firm's strategy in its target markets.

### Syllabus:

**UNIT I** - Introduction to Marketing - Concept of marketing- Nature of Marketing-Types of Marketing-Importance of Marketing- Marketing concept and its evolution- Marketing mix (4Ps of Marketing)- 5Cs of Marketing- Strategic Marketing planning

**UNIT II** - Scanning the Marketing environment – macro and micro components and their impact on marketing decisions- Marketing Research Process-Marketing Intelligence-Creating Customer Value-Customer satisfaction and Loyalty-Building Relationship

**UNIT III** - Analyzing Consumer Market-The Buying Decision Process-Identifying Market Segments-Basis of Segmentation-Targeting Strategies-Concept of Positioning-Product Levels-Product Life Cycle-Fad, Fashion, Style and Scalloped Patterns-Product Line, Length and Depth.

**UNIT IV** - Understanding Pricing-Setting the Price-Pricing Strategies-Price Adjustments; Promotion Strategies-Introduction to Promotion Mix-Marketing Channels and value Networks-The Role of Marketing Channel-Channel Design-Channel Conflict and Negotiation.

**UNIT V** - Social, Ethical and legal aspects of marketing- Marketing of services- International Marketing-Green marketing- Internet marketing e-commerce and other developments of marketing.

### Text Book(s):

**T 1** : Kotler, P., Keller, K.L., Koshy, A., & Jha, M. *Marketing Management: A South Asian Perspective*. Pearson Education.

### Reference Book(s):

**R 1** : Etzel, J.M., Walker, J. B., Stanton, J.W. & Pandit, A. *Marketing Management*. Tata McGraw Hill.

**R 2** : Ramaswamy, V.S., & Namakumari. *Marketing Management: Global Perspective Indian Context*. Macmillan Publishers India Ltd.

**R 3** : Saxena, R. *Marketing Management*. Tata McGraw Hill Education.

Course Code		Credit Structure				Contact Hours
Course Name	Organizational Behaviour	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

Human behaviour in organizations is complex and often difficult to understand. The study of organizational behaviour is primarily concerned with the psychosocial, interpersonal and behavioural dynamics in organizations. The course studies three determinants of Behaviour in organizations: individuals, groups and structure. Every business, every organization, and every team is fundamentally a collection of people who are working together towards one or more common goals. A foundational understanding of people and human relationships in a workplace context is vital to the short-term and long-term viability of any enterprise. The course is designed to combine theoretical and practical approach in order to bring about a better understanding how individuals, teams, and organizations function. The course presents existing research, theories and models explaining how individual and group behaviour and processes shape the internal dynamics of organizations. The course provides a strong foundation to understand contemporary debates concerning alternative organizational designs and management practices.

### Syllabus:

**Unit I - Introduction** – Understanding Human Behavior – Interdisciplinary influences - Behaviour in times of change – Organizational Context – Diversity of Organizations – Opportunities for OB – Learning about OB – Challenges for Managers – Global, Cultural, Diversity, Ethical, Personal – Ethical Dilemmas facing modern organizations.

**Unit II – Individual Processes and Behaviour** – Skills and Abilities – Personality – Trait Theory – Big Five – Personality Characteristics – Application of Personality Theory in organizations – Social Perception – Barriers to Perception – Attribution in Organization – Attitude – Formation - Persuasion and Change – Emotions at Work – Emotional Behaviour.

**Unit III - Individual Processes and Behaviour** - Motivation at Work – Theories - Cultural Differences in Motivation – Behavioural models of learning – social and cognitive theories of learning – Goal setting at work – Performance Management - Stress and Wellbeing at work.

**Unit IV – Interpersonal Processes and Behaviour** – Communication – Johari Window - Barriers and Gateways - Work Teams and Groups – Group Behaviour – Group Formation and Development – Effectiveness – Decision making by Individuals and Groups – Power and Political Behaviour – Leadership and Followership – Trait, Behavioural and Contingency Theories – Issues in Leadership.

**Unit V - Organizational Processes and Structure** – Organizational Design and Structure - Organization Culture – Managing Change – OD Interventions.

### Text Book(s):

**T 1** : Quick, Nelson & Khandelwal, Organizational Behavior – A South-Asian Perspective, 7th Ed., Cengage Learning, 2013

### Reference Book(s):

**R 1** : Robbins, S.P., & Judge, T.A. *Organizational Behaviour*. Pearson.

**R 2** : Davis, K. & Newstrom, J.W. *Organizational Behavior: Human Behavior at Work*. McGraw Hill.

**R 3** : Luthans, F. *Organizational Behaviour*. Mc-Graw Hill International Edition.

Course Code		Credit Structure				Contact Hours
Course Name	Personality Development-I	L	T	P	C	
Course Type	PPS	0	0	2	1	2

### Course Description:

In today's world, Corporate is looking for candidates who are not only having subject knowledge but are also equipped with good communication skill, are good team players, can solve real life problems and have great attitude. Without these skill sets students remain unemployable in spite of having degrees from reputed institutions. Personality Development I addresses the need of getting students trained in communicating effectively and being confident. This course first trains students to gain high level of confidence and then introduces students to various facets of communication like Body Language, Listening Skills, clarity of speech, pronunciation etc.

### Syllabus:

**Module 1** - JAAN PEHCHAAN - Trainer's introduction and connecting with students - Sharing Professional Development Training Plan - Expectations from students

**Module 2** - KNOW THYSELF - Students give a short introduction - Video recording session

**Module 3** - I LOVE MYSELF – Self Esteem - Questionnaire on Self Esteem - Discussing Questionnaire - Gyaan by trainer on Self Esteem.

**Module 4** - PARICHAYA - Introduce in the given format - Trainer's feedback - Practices in groups - Evaluation of students - Video recording

**Module 5** - CHAK DE INDIA – Team Formation and Communication - Form teams and present in teams - Trainers feedback and video recording –

**Module 6** - SPEAK BETTER – Speaking Skills – Audibility - Clarity of Speech - Body Language

**Module 7** - STORY TELLING WITH DATA - Tips on how to use body language, voice modulation & facial expression for communicating better - Story telling by students & evaluations

**Module 8** - I AM A ROCKSTAR! – Confidence Building - Gyaan on Nervousness, fear, Comfort Zone - Tips on how to gain confidence - Dancing Introduction - Video-recording session - Displaying videos and sharing feedback

**Module 9** - SKIT PRESENTATION - Presenting on skits to overcome inhibition & gain confidence - Presentation by students

**Module 10** - MAD ADS - Presenting ideas in a funny and creative ways. Think creative & present with confidence - Presentation by students

**Module 11** - PRESENTATION SKILLS - Tips on presentation skills - Students presenting on selected topics, feedback by trainer and audience - Practice session, evaluation & feedback

### Text Book(s):

**T 1** : Personality Development Training Manual 1.

### Reference Book(s):

**R 1** : Iyer, P. *The Habit of Winning*. Penguin Books.

**R 2** : Canfield, J. *The Success Principles*. HarperCollins Publishers India.

**R 3** : Khera, S. *You Can Win*. Bloomsbury India.

### 3.11 COURSE DESCRIPTION AND SYLLABUS FOR MBA II SEMESTER - COMMON FOR ALL MBA PROGRAMS

Course Code		Credit Structure				Contact Hours
Course Name	Corporate Finance	L	T	P	C	
Course Type	Core	3	1	0	4	4

#### Course Description:

Decision making is very important in the management of business and corporate finance is an indispensable part for analyzing everything in finance starting from capital investment to profitability analysis which ultimately leads to making informed choices about where to invest and how to find the optimum capital structure. Making capital investments is perhaps the most important task and can have serious business implications. Students understand the various facets of corporate finance and gets a fair view about the company financial statements when they read through them. The objective of the module is to help the students to understand the two aspects of corporate finance – long term fund requirements and short term fund requirements. The main aim of the module is to make the students to know the various fund requirements of the firm, sources of the funds, the various financial markets, cost of capital and how to make effective decisions at the time of investment.

#### Syllabus:

**UNIT I - Introduction** - Definition and Scope of Corporate Finance, Financial Manager's role, Financial Goal: Profit Maximization vs. Wealth Maximization, Agency Problems: Managers' Vs Shareholders' Goal, Financial Goal Firm's Mission and objective.

**UNIT II - The Time Value of Money** - Future Value of a single cash flow, Present value of a single cash flow, Future value of an annuity, Present value of an annuity, Present value of an growing annuity, Future value of an annuity due, Present value of an annuity due, Present value of a perpetuity, Loan amortization schedule, Problems on each topic. Case Studies

**UNIT III - Long-term Investment Decisions: Capital Budgeting** - Capital Budgeting – Meaning and nature, Process of capital budgeting, kinds of capital budgeting decisions, Cash flow for investment analysis, Evaluation Techniques - Pay Back Period, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, NPV vs IRR, Reinvestment Assumption and Modified Internal Rate of Return (MIRR), varying opportunity Cost of Capital, NPV vs PI, Mutually Exclusive projects, Problems on each topic. Case study

**UNIT IV - Long Term Financing Decision & Capital Structure** - Long term Financing Decision: Cost of Capital – Meaning, Significance, Types, Capital Asset Pricing Model, Dividend discount model, Weighted Average Cost of Capital, Long term sources of finance: Bonds / Debentures – types of bonds and debentures, Shares: Types of shares, Preference shares- types of preference shares, difference between ordinary shares and preference shares. Capital Structure: Leverages - Operating Leverage, Financial Leverage, Combined Leverage EBIT-EPS Analysis – An Introduction - Capital Structure Theories: Capital Structure and Cost of Capital, Net Income Approach, Net operating income approach, MM hypothesis, Miller Model, Pecking order theory, Factors Determining Capital Structure,

**UNIT V - Dividend Decision** - Dividend Decisions - Concept and Significance of Dividend Decision - Relevance of Dividend Policy: Walter's Model, Gordon's Model - Irrelevance of Dividend Policy: Modigliani and Miller Theory - Forms of Dividends: Cash Dividend, Bonus Shares, Share Split, Reverse Split, Buyback of Shares - Practical Considerations in Dividend Policy

**UNIT VI - Management of Working Capital** - Working Capital Management – Concepts, Kinds of working capital, Factors determining working capital, Operating Cycle - Working capital policies – Conservative, Moderate, Aggressive - Working Capital: Estimation and Calculation - Overview on Receivables Management, Inventory Management, Cash management - Working capital financing – commercial paper, Letter of Credit, Bill Discounting, Factoring.

**Text Book(s):**

**T 1** : Chandra, P. *Financial Management: Theory and Practice*. McGraw Hill Education.

**Reference Book(s):**

**R 1** : Pandey, I. M. *Financial Management*. Vikas Publishing House.

**R 2** : Rustagi, R. P. *Financial Management - Theory, Concepts and Problems*. Taxmann.

**R 3** : Damodaran, A. *Corporate Finance Theory & Practice*. Wiley.

Course Code		Credit Structure				Contact Hours
Course Name	Production and Operations Management	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

This course helps the student understand the production/operations function in a variety of businesses and situations. It introduces the students to the theory and practice of Production Management as a functional area in the management of business enterprise. It is a three-unit course which primarily discusses the principles, concepts and basic problems affecting the manufacturing and non-manufacturing firms. It also includes the methods, strategies and application of various quantitative tools in solving the production and operation related problems. This course introduces students to problems and analysis related to the design, planning, control, and improvement of manufacturing and service operations. Topics include process analysis, facility layout, project management, linear programming, forecasting, materials management, production planning and scheduling, quality management, supply chain management, simulation, capacity planning, and operations strategy.

### Syllabus:

**UNIT I** - Introduction– History of Production Operations Management POM, Factors affecting POM, Concepts of productivity- Partial Productivity (PP) and Multi Factor Productivity (MFP), Operations Strategies.

**UNIT II** - Facilities Planning Process for Manufacturing and Assembly facility- Product Design , Process Design and Schedule Design, Facility Location, Facility Layout- 4 types of layout based on Volume and Variety, Concepts of Decision Tree and Decision making (make or buy), Concepts of Forecasting, Qualitative v/s Quantitative methods of Forecasting.

**UNIT III** - Time series methods- Weighted Average, Weighted Moving Average, Exponential Smoothing, Regression Analysis, and Concepts of Total Quality Management (TQM).

**UNIT IV** - Types of Production Planning and Control Systems- Planning and Scheduling, Capacity Planning, Master Production Schedule (MPS), Materials Requirement Planning (MRP) I and II, Supply Chain Management/ Warehousing.

**UNIT V** - Inventory Models- Deterministic and Probabilistic Model, Control Charts, Statistical Quality Control, Value Engineering Design (VED)

### Text Book(s):

**T 1** : Gaither, N., & Frazier, G. Operations Management. Cengage Learning.

### Reference Book(s):

**R 1** : Chary, D.S.N. Productions and Operations Management. Tata McGraw Hill.

**R 2** : Mahadevan, B. Operations Management. Pearson Education.



Course Code		Credit Structure				Contact Hours
Course Name	Human Resource Management	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

The rapidly changing environment has put pressure on the Human Resource Management to justify its existence. As such the Human Resource function must demonstrate that it can add value and deliver results to the organization and its stakeholders. It means the human resource management practices should and retain excellent employees who, in turn, will enable a firm to provide high quality products and services. However, the contribution of HR management to the firm's performance is being debated and number of scholars has stressed the need to view human resource management from strategic perspective. The emphasis has been on linking Human Resource Management (HRM) practices on strategy in order to increase the organizational competitiveness and effectiveness. This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. The course also provides an overview of change interventions, including training and staff development; succession planning and performance management.

### Syllabus:

**UNIT I** - Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organization of HR departments - Line and staff functions - Role of HR Managers.

**UNIT II** - Employment planning and forecasting – Job analysis – Process and Methods – Job Description – Job Specification – Job Design - Recruitment, selection process – Methods of Selection, Reliability – Validity – HR systems - Building employee commitment: Promotion from within – Sources- Induction.

**UNIT III** - Orientation & Training: Orienting the employees, the training process, need analysis, Training -techniques, Developing Managers: Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organization. Management Developments - Performance appraisal in practice. Managing careers: Career planning and development – Succession Planning - Managing promotions and transfers.

**UNIT IV** - Establishing Pay plans: Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation – Incentives- Practices in Indian organizations. Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

**UNIT V** - Labour relations -Employee security - Industrial relation-Collective bargaining: future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing -Future of HRM function

### Text Book(s):

**T 1** : HR : A South-Asian Perspective, Angelo Denisi | Ricky Griffin | Anita Sarkar

### Reference Book(s):

**R 1** : Dessler, Gary & Varkkey, Biju. 2012, Human Resource Management, 13e, Pearson Learning, New Delhi.

**R 2** : VSP Rao, 2011, Human Resource Management, TMH, 3rd edition Robert Mathis and John Jackson, 2010, HRM, Thomson

**R 3** : Aswathappa, K. Human Resource Management Text & Cases. McGraw Hill.

Course Code		Credit Structure				Contact Hours
Course Name	Macro Economics for Managers	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

Macroeconomics bases itself on the assumption that students who are first introduced to the economic perception behind a concept are encouraged to think independently and deeply about the rigor that underlies the intuition. Understanding macroeconomics shall make the students to participate in the economy and will be able to relate and reason the influence of economic policies in business and day to day life. This course deals with the measurement, fluctuations, and growth in economic aggregates like national income, employment, and the price level in a coherent and logical approach. It shall also take the students through latest economic developments in macroeconomics, including the emergence of the recent global financial crisis, economic survey and monetary policy.

### Syllabus:

**Unit I - Key Concepts of Macroeconomics** - Origin and growth of Macroeconomics-Importance of Macroeconomics- Issues and concerns of Macroeconomics-Circular flow models of economy-Measurement of National Income

**Unit II - Theory of Output and Employment** - Classical theory- Say's law, Keynesian theory of income determination (MPC, MPS, Investment functions) - Theory of consumption-Principle of effective demand- Aggregate Supply-Aggregate demand- The multiplier

**Unit III - Fiscal policy and macroeconomic goals** - Meaning and scope of fiscal policy-Fiscal instruments-Kinds of fiscal policy- Crowding out and crowding in-Fiscal policy of India. The union budget process- Impact of the budget-The national debt- Fiscal policy in India

**Unit IV - Monetary policy and macroeconomic goals** - The modern financial system-Role of commercial banks-Evolution and functions of a Central bank-Objectives and instruments of monetary policy, Inflation and unemployment (Philip's curve)

**Unit V - Open-Economy Macroeconomics** - Foreign exchange market- Determination of exchange rate-Major components of balance of payments- India's BOP-Application of macro variables in Business Cycle.

### Text Book(s):

**T 1** : William, A. M. & Indira, A. Macro ECON: Principles of Macroeconomics, A South Asian perspective, Cengage.

### Reference Book(s):

**R 1** : Rangarajan, C. & Dholaki, B. H. Principles of Macroeconomics. Tata McGraw-Hill.

**R 2** : Dwivedi, D. N. Macroeconomics. Tata McGraw-Hill.

**R 3** : Samuelson, P. A. & Nordhaus, W. D. Macroeconomics. Tata McGraw-Hill.

Course Code		Credit Structure				Contact Hours
Course Name	Management Accounting	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

This course attempts to focus on cost analysis for managerial decision making to achieve the objectives of an enterprise. The course covers various management accounting tools and techniques required by a manager for effective planning and control of firm's resources. The course focuses on cost classification, Budgetary Control, Cash Budget, Cost Volume Profit Analysis and Cash flow Analysis. The aim of this course is to equip the students with the conceptual knowledge and analytical skills required in accounting for management in business decision making.

### Syllabus:

#### Unit I - Introduction

Management Accounting; Limitations of Financial Accounting and Cost Accounting, Distinction between Financial and Management Accounting, Objectives and Functions of Management Accounting; Advantages of Management accounting, Classification of Costs (With special emphasis on Managerial decision costs and cost by association with the product)

#### Unit II - Budgetary Control

Budgetary Control: Different types of budgets. Fixed and Flexible Budgeting; Cash Budget and Zero Base Budgeting. Practical problems on Flexible and cash Budget

#### Unit III - Cost Volume Profit Analysis- Decisions Involving Alternate Choices

Factors Affecting Profitability; Concept of Contribution / Profit Volume Ratio in Profit Planning - Objectives of Cost Volume Analysis, Assumptions, Differences between Contribution and profit, Break Even Analysis; Break Even Chart, Steps in Decision Making, Determination of Sales Mix; Exploring New Markets, Selling price below marginal cost, Make or Buy Decisions, Effect of change in sales price, Key or Limiting factor, Shut Down or Continue with loss making product and Choice of alternative method of production. Case Study.

#### Unit IV - Cash Flow Analysis

Meaning of Cash Flow Statement, Purpose of Cash Flow Statement, Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Cash Flow from Operating Activities, Cash Flow Statement under Direct Method, Different between Cash Flow Analysis and Fund Flow Analysis, Uses of Cash Flow Statement.

#### Unit V - Standard Costing and Variance Analysis

Standard Costing: Meaning: Budgetary Control and Standard Costing differences; Estimated Costing and Historical Costing, Standard Cost: Determination of Standard Costs; Variance Analysis: Cost Variances-Direct Material Variance; Variance Analysis: Cost Variances-Direct Labor Variance; Variance Analysis: Sales Variances. (Practical problems on Material Variances only).

### Text Book(s):

- T 1** : M.Y. Khan and P.K. Jain, "Management Accounting & Financial Analysis", 6th Edition, TMH Publications, 2015  
**T 2** : Shashi K. Gupta & Sharma, "Management Accounting" Kalyani Publications

### Reference Book(s):

- R 1** : Durry, Cost and Management Accounting Cengage Publications

Course Code		Credit Structure				Contact Hours
Course Name	Business Research Methods	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

Business Research Methods provides the theoretical and practical base for a straightforward research project such as a term paper in any of the elective courses. It consists of modules which cover the fundamentals of the research proposal, literature review, and qualitative and quantitative methods. The course first emphasizes the research process and the importance of the literature review. It then focuses upon the appropriateness of specific research methods, Sources of business information, methods of data capture, questionnaire design, types of sampling, introduction to qualitative methods of research, preparation of project proposal. Elements of statistical inference, hypothesis testing, introduction to Multivariate statistics & non-parametric tests. Students are encouraged to critically evaluate different strategies and methods by identifying both the strengths and weaknesses of qualitative and quantitative methods.

### Syllabus:

**Unit I – Introduction to Business Research Methods** - Role of business research – applied and basic business research – managerial value of business research. Theory building – research concepts, constructs, propositions, variables and hypotheses – the scientific method of conducting research. The business research process – types of business research – exploratory, descriptive and causal. Stages in the research process. Review of literature. Problem definition process, research objectives, questions and hypotheses. The research proposal.

**Unit II – Data Collection Methods and Qualitative Research** - Primary data – survey research – errors in survey research – survey research methods. Personal interviews – telephone interviews – self-administered questionnaires. Observation methods. Secondary data – advantages, disadvantages and sources. Qualitative research – uses, orientations to qualitative research. Techniques in qualitative research – Focus group interview, depth interviews. Conversations, semi-structured interviews, social networking.

**Unit III – Measurement Concepts, Questionnaire design and Sampling** - Introduction – variables – constructs - measurement scales – nominal, ordinal, interval and ratio. Criteria for good measurement – reliability and validity. Attitude measurement – attitude rating scales – Likert scale, semantic differential. Measuring behavioral intention – ranking, sorting. Questionnaire design – Basic considerations – wording questions – guidelines for constructing questions – questionnaire layout – pretesting and revision. Sampling – population, sample, sampling frame, sampling units, sampling and non – sampling errors. Non – probability sampling methods and Probability sampling methods.

**Unit IV – Data Analysis and report writing** - Correlation and regression. Testing of hypothesis – null and alternative hypothesis, type I and type II errors, test for single mean- known variance, test for two means – known variances, paired t test, test for single proportion. Chi square test for independence of attributes. Introduction to multivariate data analysis. Report writing – report format – parts of the report.

**Text Book(s):**

**T 1** : Zikmund, W. G., Babin, B. J., Carr, J.C. & Griffin, M. *Business Research Methods – A South Asian Perspective*. CengageLearning.

**Reference Book(s):**

**R 1** : Saunders, M., Lewis, P. & Thornhill, A. *Research Methods for Business Students*, Pearson Education.

**R 2** : Kothari, C. R. & Garg, G. *Research Methodology, Methods and Techniques*. New Age International Publishers.

Course Code		Credit Structure				Contact Hours
Course Name	Marketing Management-II	L	T	P	C	
Course Type	Core	2	1	0	3	3

### Course Description:

This is an extension of Marketing Management – I course. The objective of the course is to introduce the participants to principles and practices, theoretical building blocks of marketing, its role as an organizational engine and the evolving marketing process of today. At the end of the course, a participant will be able to understand and manage the core marketing management function.

### Syllabus:

**Unit I - Market Plan and Execution** - Recap of Marketing Management, Understanding basics of Marketing Strategies and Marketing Plan, Process and layout, Marketing Plan to Marketing Action, Creating Customer value and Customer Relationship, Developing Marketing Strategies and Plans, Corporate and Division Strategic Planning, Business Unit Strategic Planning; Market Research, Competitive Forces, Identifying Competitors, Analyzing Competitors, Competitive Strategies for Market Leaders, Challengers and Followers, Balancing Customer and Competitor Orientations.

**Unit II - Analyzing Business Markets and Introduction to Service Marketing** - Difference between Consumer and Business Market, Organizational Buying, Participants in the Business Buying Process, The Purchasing / procurement Process, Stages in Buying Process, Managing Business-to-Business Customer Relationships, Concept of key accounts Management, Institutional and Government Markets, Service Marketing Concepts.

**Unit III - Setting the Product Strategy and Pricing concepts** - Product Characteristics and Classifications, New Product Development Stages, Design and Launch of Product, Pre and Post Testing, Product Life Cycle, BCG Matrix and Ansoff's Matrix, Product Differentiation, Pricing Policies and Practices: Adapting the Pricing strategy.

**Unit IV - Introduction to Brand and Crafting Brand Strategies** - Brand Equity, Role of Brands, Scope of Brands, Building Brand Equity, Measuring Brand Equity, Brand Value Chain, Brand Strategies and Brand Extension, Revision of Marketing Communications; New Concepts in Marketing and Branding, Social Media and Marketing, Bottom of the Pyramid; Overview of Retailing; Contemporary Issues in marketing; Rural, Green and Viral Marketing; Introduction to Global Marketing.

### Text Book(s):

**T 1** : Kotler, P., Keller, K.L., Koshy, A. & Jha, M. *Marketing Management: A South Asian Perspective*. Pearson Education.

### Reference Book(s):

**R 1** : Ramaswamy, V.S. & Namakumari, S. *Marketing Management: Global Perspective Indian Context*. Macmillan Publishers.

**R 2** : Saxena, R. *Marketing Management*. Tata McGraw Hill Education.

**R 3** : Etzel, M., Walker, B., Stanton, W., & Pandit, A. *Marketing Management*, Tata McGraw Hill.

Course Code		Credit Structure				Contact Hours
Course Name	Management Information Systems	L	T	P	C	
Course Type	Core	3	0	0	3	3

### Course Description:

This course is designed to provide the foundations in Information Technology that are required to understand and effectively run an enterprise-wide systems operation. The students will learn the basic concepts of Information Technology and their application with a focus on legal, economical and social aspects of Information Technology. The coursework will enhance the knowledge of students in innovative technologies. The intent of this course is to introduce, discuss, and analyse the various ways in which business organizations use information technology (IT) to run their operations and manage the business. The analysis will include understanding how the various types of information technologies (IT) support the processes and how new types of IT can potentially be used. The discussion will also cover the role of IT and information systems (IS) in the management of the business.

### Syllabus:

**UNIT I - Information Systems** - Need, Purpose and Objectives - Data, Information and Knowledge - Types of Information Systems - Information as a Strategic Resource - Use of Information for competitive advantage - Implication for managers and Organizations.

**UNIT II – The Machines behind Systems and Data-** Information System Architecture – Hardware, Software components, Architecture of a computer, Data storage and revival, Database Concepts - fields, records and files - Basic Architecture, Data Warehouses - Data Mining uses. Data handling: Tools and Techniques

**UNIT III – Personal Legal Ethical and Organisational Issues of Information System** – Misuse of Information Technology, Privacy issues, Computer Virus – different types and prevention, Cookies – nature and utility, Spyware, Adware, Phishing, Sniffing, Spoofing, Computer and Internet Fraud, Protecting Information Systems from Internal and External threats, Information Security Policy

**UNIT IV – Data Communication and Internet**– Basic concepts of data communication, Sender and Receiver devices, Centralised vs distributed processing, Types of Network, Network topologies, Routers, Wireless Technologies, DNS system in Internet, Search Engines – roles and types, Email, Newsgroup, Web applications, Concept of Intranet and Extranet, Overview of e-commerce, Growth of e-commerce in India, How e-commerce works

**UNIT V – Global Information System** – Integrated Information Systems, Drivers and Users of Global Information System, Requirements of GIS, Structure of GIS, Utility of implementing GIS

**UNIT VI – Enterprise Systems** – Application of Information Systems in building functional systems: Supply Chain Management Systems, CPFR systems, CRM, Personalisation, Knowledge management, ERP

**UNIT VII – Emerging Trends** – Application of new technologies in Business: Virtual and Augmented Reality, Nanotechnology, RFID, Biometrics, Cloud Computing

### Text Book(s):

**T 1** : Bidgoli and Chattopadhyay, *MIS : A South-Asian Perspective*. Cengage

### Reference Book(s):

**R 1** : Laudon, K., & Laudon, J.P. *Management Information Systems – Managing a Digital Firm*. Pearson.

**R 2** : Davis, G.B., & Olson, M. *Management Information Systems: Conceptual Foundations- Structure and Development*. McGraw Hill Education.

Course Code		Credit Structure				Contact Hours
Course Name	Personality Development-II	L	T	P	C	
Course Type	PPS	0	0	2	1	2

### Course Description:

As a part of the recruitment process, organisations screen students through Group Discussion and Personal Interviews. They are designed to find a suitable candidate for the job position and for the organisation. In order to clear this hurdle and get their dream jobs, students need to learn the entire process of it and have enough practice to clear these rounds. The course covers tips on Group Discussion and Personal Interview, mock Group Discussions and Personal Interviews, practice sessions by students followed by trainers' feedback for practical learning of the course. The objective of the course is to give enough idea and practice to students so that they master the crucial components of recruitment process; Group Discussion and Personal Interview. They learn Dos and Don'ts of Group Discussion and Personal Interview, how to communicate and influence in a Group Discussion, what to say when you don't know the answers and how to say the answers when you know them. This all helps students to face these processes confidently and perform well in these to get their dream jobs.

### Syllabus:

**Module 1** – Recap- Reconnect - Trainers introduction and connecting with students - Sharing Professional Development Training Plan - Expectations from students

**Module 2** - JAM - Trainer explanation to students - Mock session of JAM along with feedback - Evaluation - Continuation of evaluation & Recap

**Module 3** - Rational Journalist - Practices in groups – Activity Role play - Presentation by students - Gyaan by trainer - Individual Preparation - Feedback by trainer - Presentation by students

**Module 4** - E mail Writing Tips - Compose effective emails - General practices, acceptable dos and don'ts - Netiquette guidelines

**Module 5** - Resume Building - Significance of Resume - Deconstruct the structure of resume - Practical, hands on creation of individual student's resume

**Module 6** - Group Discussion (GD) - Importance of GD - Tips & Tricks to handle GD - Mock GDs

**Module 7** - Personal Interview (PI) - Significance of PI - Initiate the session with mock interviews & feedback - Practice of FAQs - Dos and Don'ts - Structuring Answers - Final Practice Interviews

**Module 8** - Activity Based Learning - Introduction to activity - Mock activity with guidelines

**Module 9** - Aptitude Training - Introduction to aptitude - Tips & Tricks by the trainer - Practice sessions - Evaluations

### Text Book(s):

**T 1** : Personality Development Training Manual 2.

### Reference Book(s):

**R 1** : Singh, O.P. *The Art of Effective Communication in group – Group discussion and Interview*. S Chand publication.



<b>Course Code</b>		<b>Credit Structure</b>				<b>Contact Hours</b>
<b>Course Name</b>	<b>University Learning Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Type</b>	<b>ULC</b>				1	-

**Course Description:**

This course intends to comprehend the critical problems affecting our nation of India and the implications for our society. The aim is to discuss them and consider them for policy amendments, reforms, and economic and political transformation.

Student groups need to consider any of society's problems, visit a (Non-Governmental Organization) NGO or any other establishment that is into working towards solving some of society's critical problems and then develop a study with suggested social, economic and political changes.

Student groups may decide on any public awareness campaigns regarding healthcare and hygiene, senior citizen care, traffic control, hazards in society, environmental conservation, nutrition, depression, voting rights, women's rights, social outreach programmes in orphan care and the needy etc.

Student groups will be assessed based on one selected topic. They will present their experience, explain the problems, discuss the social, economic and political challenges and suggest a remedy.

<b>Assessment</b>	<b>Duration</b>	<b>Weightage (15%)</b>	<b>Marks</b>	<b>Date &amp; Time</b>	<b>Venue</b>
Group Assignment	One day field visit + one day presentations	10% field visit + 5% presentations	30	TBA	Field+ In-class