

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY
Chhatrapati Sambhajnagar.



CIRCULAR /SU/CM/NEP PG-I Year/51/2024

It is hereby inform to all concerned that, on the recommendation of the Dean, Faculty of Commerce & Management; **the Hon'ble Vice-Chancellor has accepted the "following Revised Curriculum at PG Level as per National Education Policy-2020" for the implementation of all concernerd affiliated colleges** under the Faculty of Commerce & Management in his emergency powers under section-12 (7) of the Maharashtra Public Universities Act, 2016 on behalf of the Academic Council.

Sr.No.	Courses	Semester
1	M.B.A	I & II
2	M.C.A.	I & II

This is effective from the Academic Year 2024-25 and Onwards as per appended herewith.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,
Chhatrapati Sambhajnagar
-431 004.

REF.NO. SU/COM/2024-25/ 9901-10

Date:- 26-11-2024.

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D. Dixit
Deputy Registrar,
Academic Section
Syllabus unit.

Copy forwarded with compliments to :-

- 1] **The Principal all concerned affiliated colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] The Director, University Network & Information Centre, UNIC, with **a request to upload this Circular on University Website.**

Copy to :-

- 1] The Director, Board of Examination & Evaluation,
- 2] **The Section Officer, [Concerned Unit] Examination Branch,**
- 3] The Section officer, [Eligibility Unit],
- 4] **The Programmer [Computer Unit-1] Examinations,**
- 5] **The Programmer [Computer Unit-2] Examinations,**
- 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambedkar Marathwada University.
- 7] The Public Relation Officer,
- 8] The Record Keeper.



Dr. Babasaheb Ambedkar Marathwada University, Chhatrapati
Sambhajinagar (MS)

Faculty of Commerce and Management Science

REGULATIONS SPECIFIC TO

M.B.A. PROGRAM

Outcome Based Education Pattern Aligned with
National Education Policy (NEP) 2020

(Applicable for Colleges)



Dr. Babasaheb Ambedkar Marathwada University,
Chhatrapati Sambhajinagar
(With Effect from 2024-25)

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14/10/24

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Dr. Anand Sule
11/10/24

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12/10/24

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14/10/24

REGULATIONS
Specific to
Master of Business Administration (MBA) – Revised Syllabus 2024
2-year, 4 Semester Full time Program
Choice Based Credit & Grading System (CBC&GS) and Outcome Based Education
(OBE) Pattern
Aligned with NEP2020

1.0. Preamble:

The revised MBA Curriculum 2024 builds on the implementation of the Choice Based Credit & Grading System (CBC&GS) initiated in the AY 2011. The present curriculum takes the MBA program to the next level in terms of implementing Outcome Based Education (OBE) along with the Guidelines on Curricular Framework for UG & PG Programs in Management, as submitted by NEP 2020 Steering Committee constituted vide GR No NEP2020/CR No.09/VISHI-3 dated December 26, 2022, & GR No NEP/2022 Pr.Kr09 Vishi-3/Shikana dated May 16 2023 (Structure & Credit Distribution of PG Degree Program) for the said implementation.

2.0. Outcome Based Education

2.1. Outcome Based Education (OBE) Approach:

Outcomes are about performance, and this implies:

- There must be a performer – the student (learner), not only the teacher
- There must be something performable (thus demonstrable or assessable) to perform
- The focus is on the performance, not the activity or task to be performed

2.2. Program Educational Objectives (PEOs):

Program Educational Objectives are a set of broad future- focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave institute and are living full and productive lives. Thus, PEOs are what the program is preparing graduates for in their career and professional life.

2.3. Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

2.4. Program Outcomes (POs):

Program Outcomes are a set of narrow statements that describes what students (learners) of the program are expected to know and be able to perform or attain by the time of graduation.

2.5. Program Specific Outcomes (PSOs):

Program Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the program are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

2.6. Learning Outcomes:

A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

- Disciplinary knowledge and skills
- Generic skills
- Attitudes and values

2.7. Course Outcomes (COs):

A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

2.8. Teaching and Learning Activities (TLAs):

The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

2.9. Outcome Based Assessment (OBA):

An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.10. Credit:

In terms of credits, for a period of one semester of 15 weeks.

- Every ONE-hour session per week of L amounts to 1 credit per semester
- A minimum of TWO hours per week of T amounts to 1 credit per semester,
- A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

2.11. Degree:

A candidate who has successfully completed all the Foundation Course, Core courses, Elective courses, Project Work and On job training (OJT) as prescribed for the MBA program and Service courses as approved by the University with prescribed CGPA shall be eligible to receive the degree.

2.12. Session:

Each teaching-learning, evaluation session shall be of 60 minutes. However, Institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.13. Teaching-Learning Mode:

Off-Line, On-Line & Blended mode of teaching would be followed as per course requirements. The program also includes learning from SWAYAM platform.

3.0. MBA Program Focus:

3.1. Eligibility for Admission:

a) For 02-year MBA Program, Candidate with a Bachelor's Degree from recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities with NCrf level 5.5 is eligible.

b) For 01-year MBA Program (Lateral Entry), candidate with B.E. /B. Tech or BBA/BMS (4 years) with NCrf level 6 is eligible for admission. Bridge Course (As Prescribed by the University) which contains syllabus of 1st Year is mandatory.

c) The admissions will be on the basis of CAP (Centralized Admission Process) as per Norms laid down by DTE.

c) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., the institute shall take cognizance and accordingly revoke the admission of set candidate.

d) The institute reserves the right to cancel the admission of any student and ask them to discontinue their studies at any stage of their career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

3.2. Duration:

a. The duration of the program for students who complete the said program without exit after successful completion of 1st year, shall be a minimum of 2 years and maximum of 4 years.

b. Students who have joined a two-year Master's degree program may opt for exit at the end of the first year and earn a PG Diploma.

- Under the One-year PG Diploma program, the students must complete On-the-Job Training/Internship of 04 credits during summer break, after completion of the second semester of the first year in the respective Major Subject.
- Under Two-Year Master's Degree program, the students must complete Summer In plant Training of 08 credits during summer break, after completion of the second semester of the first year for broader

understanding of the management functions. Evaluation of the same would-be during end semester examinations of IIIrd semester.

- Under Two-Year Master's Degree program, the students must complete Major Project of 08 credits during IVth semester. Evaluation of the same would-be during end semester examinations of IVth semester.

c. The PG Diploma may be awarded to a student provided they have earned the requisite credits in one year including On-the-job training of 04 credits during summer break, after completion of the second semester of the first year in the respective Major Subject.

d. Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program.

3.3. Admission/Promotion Criteria:

If candidate gets selected for MBA program through DTE admission process, he/she has to apply on the application form of the Institute provided with the prospectus. Once the candidate is admitted to the MBA program, the student will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Institute subject to the condition that his/her tenure should not exceed more than twice the duration of MBA program from the date of first registration. The admission of respective student (Without Exit) will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

3.4. Medium of Instruction:

The medium of instruction shall be in English.

3.5. Program Educational Objectives (PEOs):

- 1. PEO1:** Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
- 2. PEO2:** Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
- 3. PEO3:** Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
- 4. PEO4:** Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.
- 5. PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

3.6. Program Outcomes (POs):

At the end of the MBA program the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behavior & act with integrity.
10. **Life Long Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

4.0 MBA Program Course Types:

4.1. Course Types:

4.1.1. Mandatory/Discipline Specific Core (DSC): Discipline Specific Core is a course of study, which should be pursued by a student as a mandatory requirement of his/her program of study. Discipline Specific Core courses are of two types:

- **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses.

- **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category of subjects which shall form the basis of specialization further in IIIrd semester.

4.1.2. Mandatory/Discipline Specific Elective (DSE): Discipline Specific Electives (DSEs) shall be a pool of credit courses of that particular discipline (single discipline program of study) which a student chooses to study from his/her particular discipline(s). They can be chosen from a pool of courses which may be:

- Very Specialized or advanced course focusing on a specific aspect
- Supportive to the discipline of study
- Providing an extended scope
- Enabling an exposure to some other discipline/domain
- Nurturing candidate's proficiency/skills.

4.1.3. Generic Elective (GE): An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective 'courses develop generic proficiencies amongst the students.

4.1.4. Skill Enhancement Course (SEC): Aimed at imparting practical skills, hands-on training, soft skills etc. to enhance the employability of students

4.1.5. Value Education Course (VEC): Aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary issues like Env Edu, Fitness, Yoga, Understanding India etc

4.1.6. Indian Knowledge System (IKS): IKS is a generic phrase that covers practically everything about India. Course contents include Indian ancestral knowledge, wisdom, economic security & national pride.

4.1.7. Community Engagement & Service (CE&S): CE&S seeks to expose students to socio-economic issues in society & to supplement the theoretical learning with actual life experiences for effective generation of solutions to real world problems.

4.1.8. Field Project (FP): Field based learning/projects attempt to provide opportunities to students for better understanding of different & varied socio-economic contexts.

4.1.9. Vocational & Skill Enhancement Course (VSEC): Include On the Job Training/Summer In Plant Training/Major Project/Competencies/Proficiencies & Skills to students leading to enhanced prospects of employability & entrepreneurship development.

4.1.10. Each course shall have a unique alphanumeric code. For eg.

MANB402 Statistical Methods Here, MAN means Management Science B

Means MBA course 402 means Subject Code

4.2. Course Design: The University shall design the course structure including the detailed syllabus for this MBA program. The University shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.

4.3. Attendance : A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria (75%), students will have to seek admission next year so as to complete the course. However, Student having 65% attendances with medical certificate can apply to the H.O.D. / Director/ Principal for remission of the required attendance.

4.4. MBA Program Evaluation Pattern:

Sr. No.	Course Type	Credits	Nature	Continuous Internal Assessment (CIA)	Semester End Evaluation (SEE) Marks	Total Marks
1	Mandatory/Discipline Subject Core (DSC)	2/3/4	Compulsory	20/30/40	30/45/60	50/75/100
2	Value Education Course (VEC)	2	Compulsory	20	30	50
3	Skill Enhancement Course (SEC)	2	Compulsory	20	30	50
4	Indian Knowledge System (IKS)	2	Compulsory	20	30	50
5	Generic Elective (GE)	2	Compulsory	50	-	50
6	Community Engagement & Service (CE&S)- Community Service Project	2	Compulsory	-	50	50
7	Field Project (FP)- Mini Project	2	Compulsory	-	50	50
8	Vocational & Skill Enhancement Course (VSEC)- On the Job Training (OJT) In case of Exit after 1 st Year	4	Compulsory (In case of Exit after 1 st Year)	40	60	100
9	Mandatory/Discipline Specific Elective (DSE)	3	Compulsory (Specialization specific)	30	45	75
10	Vocational & Skill Enhancement Course (VSEC)-Summer In- Plant Training (SII)	8	Compulsory	80	120	200
11	Vocational & Skill Enhancement Course (VSEC)-Major Project (MP)	8	Compulsory	80	120	200

4.5. Specializations offered:

The following specializations shall be offered:

Marketing Management (MKT), Financial Management (FIN), Human Resources Management (HRM)
 Productions & Operations Management (POM), Business Analytics (BA) International Business (IB)
 & Agri- Business Management (ABM)

Note:

Institute may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.

Regular (Contact) Lectures will be held only for such Specializations (III rd Sem) wherein there are a minimum of 10 students registered for that specialization.

4.5.1. Assessment and Evaluation Rules:

Assessment stands as the cornerstone of the teaching-learning process, an indispensable facet shaping the educational journey of students. This evaluative process serves as a compass, guiding both Faculty and students towards perpetual improvement. Presented below are the guidelines essential for orchestrating a robust assessment framework for the program.

- Assessment ought to blend Formative -Continuous Internal Evaluation (CIA) (serves as a dynamic tool to support student growth and achievement throughout the learning process) with Summative -Semester End Evaluation (SEE) (to gauge the extent of students' understanding, knowledge retention, and skills acquisition), ensuring a balanced approach to gauging student progress.
- There shall be uniform pattern of 40:60 for Continuous Internal Assessment (CIA) and Semester End Examinations (SEE) for Theory/Practical/OJT/Research Project/ Field Project /Summer In plant Training/Internship respectively.

Formative - Continuous Internal Assessment (CIA):

The Course Faculty shall prepare the scheme of Continuous Internal Assessment before commencement of the term. The said scheme shall explicitly state the linkages of each CIA with the Course Outcomes and define the targeted attainment levels for each CO.

A) Theory papers:

Continuous Internal Assessment (CIA) shall be conducted by the department for 40% of the maximum marks allotted for each course. 03 CIAs, each of 20% marks would be conducted at different phases (25%, 50% and 75% of completion of syllabus OR 25, 50 and 75 working days out 90 working days of the semester) throughout the semester. Each concurrent assessment (CIA-I, II & III) will be mapped to the course learning outcomes. Total performance in CIA (i.e. 40 %) would be based on best two out of three CIA examination. The course faculty will have liberty to choose variety of assessment tools/methods which may be deemed to be appropriate for assessing the relevant course outcome. Total performance in CIA (i.e. 40%) would be based on best two out of three CIA examinations and taking average of best two CIA.

Continuous Internal Assessment (CIA) Methods:

Course Faculty shall opt for a combination of CIA suggestive methods listed below.

Group A (Individual Assessment) – Not more than 1 per course	
1.	Class Test
2.	Open Book Test
3.	Written Home Assignment

4.	In-depth Viva-Voce
Group B (Individual Assessment) – At least 1 per course	
5.	Case Study
6.	Case let
7.	Situation Analysis
8.	Presentations
Group C (Group Assessment) – Not more than 1 per course	
9.	Field Visit / Study tour and report of the same
10.	Small Group Project & Internal Viva-Voce
11.	Model Development
12.	Role Play
13.	Story Telling
14.	Fish Bowls
Group D (Creative - Individual Assessment) – Not more than 1 per course	
15.	Learning Diary
16.	Scrap Book / Story of the week / Story of the month
17.	Creating a Quiz
18.	Designing comic strips
19.	Creating Brochures / Bumper Stickers / Fliers
20.	Creating Crossword Puzzles
21.	Creating and Presenting Posters
22.	Writing an Advice Column
23.	Library Magazines based assessment
24.	Peer assessment
25.	Autobiography/Biography
26.	Writing a memo
27.	Work Portfolio
Group D (Creative - Individual Assessment) – Not more than 1 per course	
15.	Learning Diary
16.	Scrap Book / Story of the week / Story of the month

17.	Creating a Quiz
18.	Designing comic strips
19.	Creating Brochures / Bumper Stickers / Fliers
20.	Creating Crossword Puzzles
21.	Creating and Presenting Posters
22.	Writing an Advice Column
23.	Library Magazines based assessment
Group F (Use of Technology - Individual Assessment) – Not more than 1 per course	
38.	Online Exam
39.	Simulation Exercises
40.	Gamification Exercises
41.	Presentation based on Google Alerts
42.	Webinar based assessment
43.	Creating Webpage / Website / Blog
44.	Creating infographics / infomercial
45.	Creating podcasts / Newscast
46.	Discussion Boards

B) Practical/Professional Skill Based Activity:

Continuous Internal Assessment (CIA) of practical / professional skill-based activity shall be conducted for 40% of the maximum marks allotted for course before commencement of semester end examination.

Instructions for Formative -Continuous Internal Assessment (CIA):

- i. The Course Faculty is responsible for conducting Continuous Internal Assessment (CIA).
- ii. The Course Faculty must ensure that students will be receiving prior notification regarding the detailed schedule of these activities.
- iii. Promptly display the marks on the notice board within four days of the said assessment.
- iv. If a student fails to attend an internal examination on the scheduled date, it will be considered as the student voluntarily dropping the test (she/he will be declared as Absent/Fail). However, in cases where a student is unable to take the test due to genuine reasons, student may appeal to the concerned f Course Faculty. The decision to conduct a special / remedial test for such candidates will be made by the Course Faculty before the commencement of semester-end examinations.
- v. The Institute will submit CIA marks to the University only if the student maintains a minimum attendance of 75% throughout the semester, making them eligible to appear for semester-end examinations.

vi. For both summative and formative assessments, candidates must be enrolled and apply for the both the examination by paying the required fees to the University. Additionally, candidates are required to register for all papers or any previously failed papers for that semester-end examinations, provided that Student must have at least applied for the previous End Semester Examination.

vii. If the student fails to secure / achieve 40 % of marks in CIA in respective semester, he / she will be permitted to repeat CIA during next subsequent semester.

viii. If the student secured / achieved 40 % of marks in CIA but fail to secure /achieve 40 % marks the semester-end examination (SEE), CIA marks earned by the students will be retained.

Summative- Semester End Examination (SEE):

Summative evaluation (SEE) aims to assess the overall learning outcomes and achievement of students at the end of a learning period, such as a course, semester, or academic year. Its primary objective is to measure students' mastery of the course content and to determine whether they have met the established learning objectives and standards. Unlike formative evaluation, which focuses on providing ongoing feedback and guiding instruction, summative evaluation provides a final assessment of students' performance and informs decisions regarding grades, progression, and certification.

i) Upon first-time examination for a semester, candidates must register for all the papers of that semester. For both summative and formative assessments, candidates must be enrolled and apply for the semester examination by paying the required fees. Additionally, candidates are required to register for all papers or any previously failed papers for that semester.

ii) The institute will conduct semester-end examinations, accounting for 60% of the maximum marks allotted for theory, practical/professional skill-based activities, and research projects, after the completion of academic activities of the semester.

iii) Duration of theory examination shall be 2 hours for 60 marks course, 1.30 hours for 45 marks course, 1.0 hour for 30 marks course respectively & Duration of practical examination shall be 3 hours for 50 marks course.

iv) OJT/Field project/research project examinations will be conducted in accordance with the University's evaluation rules.

Structure / Pattern of Question paper:

Structure / Pattern of 60 Marks Theory Course

- The question paper shall have two parts (20 + 40 = 60 Marks).
- Part A shall be consisting of 10 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (20 Marks)

- Part B shall be consisting of 6 questions (10 marks for each question) covering the entire syllabus and students shall have to attempt any 04 questions out of 06 (40 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 60 marks)
1	REMEMBERING (Part A)	Answer 10 (2 marks each)
2	UNDERSTANDING(Part B)	Answer any 2 out of 3 (5 marks each)
3	APPLYING(Part B)	Answer 3 (a) or 3 (b) (10 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (10marks)
5	EVALUATING(Part B)/ CREATING(Part B)	Answer 5 (a) or 5 (b) (10 marks)

Structure / Pattern of 45 Marks Theory Course

- The question paper shall have two parts (10 + 35 = 45 Marks).
- Part A shall be consisting of 5 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (10 Marks)
- Part B shall be consisting of 6 questions (7 marks for each question) covering the entire syllabus and students shall have to attempt any 05 questions out of 06 (35 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 45 marks)
1	REMEMBERING (Part A)	Answer 5 (2 marks each)
2	UNDERSTANDING(Part B)	Answer any 2 out of 3 (7 marks each)
3	APPLYING(Part B)	Answer 3 (a) or 3 (b) (7 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (7 marks)
5	EVALUATING(Part B)/ CREATING(Part B)	Answer 5 (a) or 5 (b) (7 marks)

Structure / Pattern of 30 Marks Theory Course

- The question paper shall have two parts (10 + 20 = 30 Marks).
- Part A shall be consisting of 5 questions having 2 marks each (multiple choice questions / fill in the blanks/ answer in sentence) as compulsory questions and it should cover entire course curriculum (10 Marks)
- Part B shall be consisting of 6 questions (5 marks for each question) covering the entire syllabus and students shall have to attempt any 04 questions out of 06 (20 Marks).

Q. No.	COGNITIVE ABILITIES EVALUATED	Nature (For 30 marks)
1	REMEMBERING (Part A)	Answer 5 (2 marks each)
2	UNDERSTANDING(Part B)	Answer 1 (5 marks each)
3	APPLYING(Part B)	Answer 1 (5 marks)
4	ANALYZING(Part B)	Answer 4 (a) or 4 (b) (5 marks)
5	EVALUATING(Part B) / CREATING(Part B)	Answer 5 (a) or 5 (b) (5 marks)

Common Guidelines for all Structure/Patterns:

- Wherever possible 20 to 30% weightage can be given to problems numerical wherein use of non-programmable scientific calculator may be allowed.
- Number of sub questions (with allotment of marks) in a question may be decided by the examiner.
- Semester-end examination question papers must be meticulously designed to assess all levels of cognitive domains of bloom's taxonomy, incorporating a variety of question formats such as long answers, short answers, qualitative problems, and objective types.
- The assessment of practical course for semester-end examinations shall be conducted by the pair of examiners (Internal and External) ensuring an equitable distribution of marks for practical records/reports/observations/experimental proficiency and viva-voce.
- Marking criteria must be transparently communicated to students

The practical evaluation or project work assessment will be conducted prior to the commencement of theory examination. This assessment will be carried out by two examiners - one internal examiner and the other an external examiner. There may be two external examiners, but not two internal examiners, conducting the examination

4.6. Guidelines for Community Services/Mini- Project/On-the-Job Training (OJT)/Summer In plant Training (SIT)/Research Project:

4.6.1. Community Services: During the first semester, students would undertake "Community Services" leading to sensitivity towards issues of social relevance. Report would carry assessment weightage of 50 marks in end semester exam of 1st semester.

4.6.2. Mini-Project: A Group Activity would develop amongst students 'skills viz Team Building, leadership, communication etc. these activities need to be monitored and evaluated by the mentor/ guide of the respective institution. Report would carry assessment weightage of 50 marks in end semester exam of 2nd semester.

4.6.3. On-the-Job Training (OJT):

• On Job Training (OJT) is an integral component of the PG Diploma (01 Year) program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.

• In case he/she seeks the Exit Option to earn PG DIPLOMA, before the commencement of the Third Semester, Student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same.

A. Nature of the OJT:

- On-the-Job Training (OJT) program shall be of 06 weeks.
- OJT must be conducted outside the academic institution to expose students to real-world work environment.
- OJT must be related to the intended specialization of the student.

- OJT must be done individually. Group projects are not permitted.
- OJT may involve actual tasks relevant to the demands of the industry / organization where the student is carrying out the OJT.
- OJT should involve fieldwork / desk work in the organization; online OJT is not permitted.
- Primary data collection is mandatory for Research based OJT.
- Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.
- Research based OJT can involve surveys, interviews, case studies or observation studies.
- It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT

B. OJT mentors:

Each student shall be assigned two mentors.

- **Faculty Mentor from the institution:**
 - **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.
- **Industry mentor from the host organization where the student undertakes the OJT:**
 - **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations

D. Submissions for OJT:

- **OJT Progress Diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- **OJT Report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

OJT report should contain the following:

- Institute's Certificate
- Certificate by the Company

- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology & data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
- Learning of the student through the OJT
- Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc)

Interaction between mentors: It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid-term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.

E. OJT workload for the faculty:

Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

F. Evaluation Pattern: (Total Marks: 100)

- **Formative Continuous Internal Assessment (CIA) of OJT Weightage (OJT Progress Diary): 40 marks.**
- **Criteria for External (Semester End Examination) Assessment Weightage (OJT Report): 60 marks:**

Formal Evaluation from the industry mentor (20 Marks)

The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.

General Assessment: (10 marks)

i) Punctuality: Consistently attends work on all scheduled days, arrive promptly, and remains committed to completing the required hours.

ii) **Sincerity:** Demonstrates dedication by diligently meeting the organization's quality standards and exhibits a willingness to exert additional effort to accomplish assigned tasks effectively.

iii) **Initiative:** Exhibits a proactive approach by exploring innovative methods for task execution, identifies obstacles, and persistently strives to overcome challenges.

iv) **Commitment:** Sets clear work-related objectives, prioritizing client/customer satisfaction, possesses a comprehensive understanding of job duties, and consistently delivers optimal performance.

v) **Attitude towards profession:** Assumes accountability for personal actions, proactively engages in self-improvement through continuous learning, embraces new concepts and challenges, welcomes constructive feedback, upholds trustworthiness and confidentiality, treats individuals from all backgrounds with respect, maintains appropriate attire, and consistently arrives prepared for work.

Skills: (10 marks)

i) **Communication:** Demonstrates proficient written and verbal communication skills while exhibiting good manners and etiquette in interactions.

ii) **Documentation:** Proficiently prepares relevant documents and maintains systematic organization of records.

iii) **Reporting:** Effectively communicates work progress and accomplishments to higher authorities within the organization in a timely and appropriate manner.

iv) **Achievement of Goals:** Each Post graduate program outlines specific skills and abilities to be acquired upon completion. These objectives should be incorporated and emphasized here to track and ensure the attainment of programmatic goals.

Written Report of OJT (10 marks)

Presentation & Viva-voce (10 marks)

4.6.4. Summer In plant Training (SIT)

- At the end of Second Semester, students who would pursue further without exit into IIIrd semester, shall undertake a Summer In plant Training (SIT) of 8 credits, for a minimum of 6 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the organization before commencing the SIT.
- SIT can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIT may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry which essentially would exhibit a cross-functional orientation. It is expected that the SIT shall sensitize the students to the demands of the workplace.
- Each student shall maintain a SIT Progress Diary detailing the work carried out and the progress achieved on a daily basis which carries a weightage of 40 marks as Part One of Internal Assessment. The student shall submit a written structured SIT report based on work done during this period. The student shall submit the SIT Progress Diary along with the SIT Report.
- Students shall also seek a formal evaluation of their SIT from the company/organization mentor. The formal evaluation by the company /organization mentor (SIT Mentor) shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning

outcomes of the SIT and utility of the SIT to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIT Mentor Evaluation Sheet duly signed and stamped by the mentor shall be included in the final SIT report & the same would be assessed out of 40 marks as Part Two of Internal Assessment.

The SIT report must reflect 6 weeks of work and justify the same. The SIT report should be well documented and supported by –

- Institute's Certificate
- Certificate by the Company
- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology & data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams, AV material, etc.
- Learning of the student through the project
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
- Report Format as approved.

The student shall submit TWO hard copies of the SIT report before Semester end exam of Sem III. One hard copy of the SIP report is to be returned to the student duly signed by the Project Guide & Head of the Institute.

The external viva-voce for 120 marks shall be conducted after the theory exam of Semester III & the said evaluation would be based on:

- Adequacy of work undertaken by the student
- Application of concepts learned in Sem I and II
- Understanding of the organization and business environment
- Analytical capabilities
- Technical Writing & Documentation Skills
- Outcome of the project – sense of purpose
- Utility of the project to the organization
- Variety and relevance of learning experience

5. Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

- Linkages of the CCE to COs.
- A description of the assessment - brief concept note
- Criteria that will be assessed - the expected learning outcomes.
- Descriptions of what is expected for each assessment component - the expectations from the student.
- Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
- The team composition, if applicable.
- The format and mode of submission, submission timelines
- Any other relevant details.

6. Passing Standards/ Passing Criteria:

i) To successfully pass each course, a candidate must achieve a minimum of 40% in course which includes the Formative and Summative Assessment. This imperative benchmark stands as the threshold, ensuring a comprehensive understanding and mastery of the subject.

ii) There will be separate passing marks designated for the Continuous Internal Assessment (CIA) and semester end examination (SEE). The students must secure / achieve a minimum of 40% of marks in CIA as well as 40% of marks in the SEE. For instance, in a 100-mark paper, this entails 40 marks for the CIA and 60 marks for the SEE, thereby necessitating a minimum of 16 marks in CIA and 24 marks in the SEE. Failure to achieve a minimum 40% of marks in CIA and 40% of marks in SEE (separately), will lead to the candidate being declared unsuccessful / fail.

iii) The student must independently secure / achieve a minimum of 40% of marks in CIA as well as 40% of marks in the SEE. In the event of a candidate failing to secure of 40% of marks in CIA but secured 40 % of marks in SEE, the student will be required to reappear for the CIA only, and vice versa.

iv) Should a course include both theory and practical components, candidates must independently pass both theory and practical aspects. In the event of a candidate failing in the practical component but passing in the theory examination, they will be required to reappear for the practical examination only, and vice versa.

v) Upon successfully achieving a minimum score of 40% in all courses, the candidate will be declared as having passed the program for that semester.

vi) Upon successfully achieving a minimum score of 40% in all courses across all semesters, the candidate will be declared as having passed the entire program.

vii) According to the Maharashtra Public Universities Act, 2016, section 89, chapter VIII, the university is obligated to declare the results of every examination and evaluation conducted within thirty days from the last date of examination for that particular course, and under no circumstances should the results be declared later than forty-five days.

viii) The exit option at the end of first year of the Master's degree program will commence from AY 2024-25. Students who have joined a two-year Master's degree program may opt for exit at the end of the first year and earn a PG Diploma

ix) Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program.

7. Grievance Redressal Scheme: Grievance related to Evaluation / assessment would be in accordance with the regulation as laid down by our university from time to time.

8. Grade Awards:

i. In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Nine-point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Table 1: Grade Points

Sr. No.	Equivalent Percentage	SGPA & CGPA	Grade Point	Grade	Grade Description
1	90 - 100	9.00 - 10	10	O	Outstanding
2	80 - 89.99	8.00 - 8.99	9	A+	Excellent
3	70 - 79.99	7.00 - 7.99	8	A	Very Good
4	60 - 69.99	6.00 - 6.99	7	A	Good
5	51 - 59.99	5.10 - 5.99	6	B+	Above Average
6	41 - 49.99	4.10 - 4.99	5	C+	Average
7	40	4.00 - 4.09	4	P	Pass
8	Below 40	Below 4.00	0	F	Fail
9	Absent	Absent	0	Ab	Absent

Table II- Classification for the degree is given as follows:

Classification	Overall Letter grade
First Class with distinction	A+ and above
First Class	A
Higher Second Class	B+
Second Class	B
Pass	C+ to D
Fail	F

ii. In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.

iii. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F in the course shall clear the same by reappearing in the next successive semester examinations.

iv. Using Table I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum (Course Credit * Number of Points in concern course gained by the student)}}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum (All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The Grade Card shall list:

- The title of the courses along with code
- The credits associated with the course,
- The grade and grade points secured by the student,
- The total credits earned by the student in that semester.
- The SGPA of the student,
- The total credits earned by the students till that semester and
- The CGPA of the student (On Successful Completion of Program).
- Cumulative Grade Card

9. GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in post-graduate courses in Dr. Babasaheb Ambedkar Marathwada University shall be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

Structure of MBA Program

MBA – I Semester

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
I	Mandatory/Discipline Specific Core (DSC)	MANB401	Foundations of Management	2	1	20	30	50
		MANB402	Organizational Behavior	3	1.5	30	45	75
		MANB403	Managerial Economics	3	1.5	30	45	75
		MANB404	Statistics	3	1.5	30	45	75
		MANB405	Accounting for Managers	3	1.5	30	45	75
	Value Education Course (VEC)	MANB406	Environment Management & Sustainability	2	1	20	30	50
	Skill Enhancement Course (SEC)	MANB407	Business Communication - I	2	1	20	30	50
	Indian Knowledge System (IKS)	MANB408	Indian Ethos & Values	2	1	20	30	50
	Generic Elective (GE-1)	MANB409		2	--	50	--	50
	Generic Elective (GE-2)	MANB410		2	--	50	--	50
Community Engagement & Service (CE&S)	MANB451	Community Service Project	2	--	--	50	50	
		Total		26		300	350	650

Generic Electives :(Any Two) Semester I

1	Creativity and Innovation	5	Life Skills
2	Social Entrepreneurship	6	English Language
3	Cases in Management	7	Business History
4	Business Excel		

MBA – II Semester

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						IA	ESE	
II	Mandatory/Discipline Specific Core (DSC)	MANB411	Research Methodology	4	3	40	60	100
		MANB412	Production & Operations Management	3	1.5	30	45	75
		MANB413	Financial Management	3	1.5	30	45	75
		MANB414	Human Resource Management	3	1.5	30	45	75
		MANB415	Marketing Management	3	1.5	30	45	75
		MANB416	Optimization Techniques	3	1.5	30	45	75
	Mandatory/Discipline Core (DSC) – <i>Any One</i>	MANB417	Foundations to Agri Business Management	3	1.5	30	45	75
		MANB418	Data Science and Processing					
		MANB419	International Business Environment					
	Skill Enhancement Course	MANB422	Business Communication - II	2	1.5	20	30	50
	Field Project (FP)	MANB452	Mini Project	2	--	--	50	50
			Total	26		240	410	650

- The students can exit the Program after one year of MBA, but he has to take additional 4 Credits of On- job Training.
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						CIA	SEE	
II	Vocational & Skill Enhancement Course (VSEC)	MANB452	On the Job Training	4	3	40	60	100

MBA – III Semester
Specializations Offered-

Finance/Marketing/Human Resource /Production and Operations/Business Analytics/Agri-Business /
International Business Environment

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory/Discipline Specific Core (DSC)	MANB501	Business Policy & Strategic Management	3	1.5	30	45	75
		MANB502	Business Laws	3	1.5	30	45	75
	Mandatory/Discipline Specific Elective (DSE)*Given in following table		Subject III	3	1.5	30	45	75
			Subject IV	3	1.5	30	45	75
			Subject V	3	1.5	30	45	75
			Subject VI	3	1.5	30	45	75
	Vocational & Skill Enhancement Course (VSEC)	MANB551	Summer In plant Training	8	--	80	120	200
			Total	26		260	390	650

*Table showing Electives as per specialization.

Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory/Discipline Specific Elective (DSE) (Finance)	MANB503F	Money & Banking	3	1.5	30	45	75
		MANB504F	Indian Financial System	3	1.5	30	45	75
		MANB505F	Security Analysis & Portfolio Management	3	1.5	30	45	75
		MANB506F	Financial Decision Analysis	3	1.5	30	45	75

Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory/Discipline Specific Elective (DSE) (Marketing)	MANB503M	Consumer Behavior	3	1.5	30	45	75
		MANB504M	Advertising Management	3	1.5	30	45	75
		MANB505M	Brand Management	3	1.5	30	45	75
		MANB506M	Sales & CRM	3	1.5	30	45	75

Specialization- Human Resource Management

III	Mandatory/Discipline Specific Elective (DSE) (HR)	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
		MANB503H	Labour Laws	3	1.5	30	45	75
		MANB504H	Human Resource Planning	3	1.5	30	45	75
		MANB505H	Performance & Compensation Management	3	1.5	30	45	75
		MANB506H	Strategic HRM	3	1.5	30	45	75

Specialization- Production & Operations

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory /Discipline Specific Elective (DSE) (P&O)	MANB503P	Production Planning & Control	3	1.5	30	45	75
		MANB504P	Purchasing and Materials Management	3	1.5	30	45	75
		MANB505P	Service Operations Management - I	3	1.5	30	45	75
		MANB506P	Applied Operations Research	3	1.5	30	45	75

Specialization- Agri-Business Management

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory /Discipline Specific Elective (DSE) (ABM)	MANB503A	Agri Processing & Operations Management	3	1.5	30	45	75
		MANB504A	Agri-Marketing	3	1.5	30	45	75
		MANB505A	Agri-Business Project Management	3	1.5	30	45	75
		MANB506A	Agriculture Logistics & Supply Chain	3	1.5	30	45	75

Specialization- Business Analytics

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory/Discipline Specific Elective (DSE) (BA)	MANB503 B	Database Management System	3	1.5	30	45	75
		MANB504 B	Fundamentals of Python	3	1.5	30	45	75
		MANB505 B	Introduction to R	3	1.5	30	45	75
		MANB506 B	Data Analytics using Excel	3	1.5	30	45	75

Specialization- International Business Environment

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
III	Mandatory /Discipline Specific Elective (DSE) (IBE)	MANB503E	Global leadership & Skill Development	3	1.5	30	45	75
		MANB504E	International Marketing	3	1.5	30	45	75
		MANB505E	Global Mergers & Acquisitions	3	1.5	30	45	75
		MANB506E	Export-Import Procedures & Documentation	3	1.5	30	45	75

MBA – IV Semester

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory/Discipline Specific Core (DSC)	MANB508	Entrepreneurship Development	3	1.5	30	45	75
		MANB509	Quality Management	3	1.5	30	45	75
	Specialization Courses *Given in following table		Subject III	3	1.5	30	45	75
			Subject IV	3	1.5	30	45	75
			Subject V	3	1.5	30	45	75
			Subject VI	3	1.5	30	45	75
	Vocational & Skill Enhancement Course (VSEC)	MANB551	Major Project	8	--	80	120	200
		Total	26		260	390	650	
		Program Total (02 Years/04 Semesters MBA Program)	104		1060	1540	2600	
		Program Total (01 Year/02 Semesters PG Diploma Program)	52+04(OJT)=56		540+40=590	760+60=820	1300+100=1400	

Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory /Discipline Specific Elective (DSE) (Finance)	MANB503F	Financial Services	3	1.5	30	45	75
		MANB504F	Working Capital management	3	1.5	30	45	75
		MANB505F	Financial Statement Analysis	3	1.5	30	45	75
		MANB506F	Corporate Taxation	3	1.5	30	45	75

Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory/Discipline Specific Elective (DSE) (Marketing)	MANB503M	Digital Marketing	3	1.5	30	45	75
		MANB504M	Market Research	3	1.5	30	45	75
		MANB505M	Industrial Marketing	3	1.5	30	45	75
		MANB506M	Marketing of Services	3	1.5	30	45	75

Specialization- Human Resource Management

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory/Discipline Specific Elective (DSE) (HR)	MANB503H	International HRM	3	1.5	30	45	75
		MANB504H	Social security Laws	3	1.5	30	45	75
		MANB505H	Training & Development	3	1.5	30	45	75
		MANB506H	HR Analytics	3	1.5	30	45	75

Specialization- Production & Operations

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory /Discipline Specific Elective (DSE) (P&O)	MANB503P	Logistics & Supply Chain Management	3	1.5	30	45	75
		MANB504P	Total Productive Maintenance (TPM)	3	1.5	30	45	75
		MANB505P	Service Operations Management - II	3	1.5	30	45	75
		MANB506P	Industry 4.0	3	1.5	30	45	75

Specialization- Agri-Business Management

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory /Discipline Specific Elective (DSE) (ABM)	MANB503A	Hitech Agriculture Management	3	1.5	30	45	75
		MANB504A	Laws related to Agri Business	3	1.5	30	45	75
		MANB505A	Sustainability	3	1.5	30	45	75
		MANB506A	Agri Business Financial System	3	1.5	30	45	75

Specialization- Business Analytics

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory/Discipline Specific Elective (DSE) (BA)	MANB503 B	Advanced Statical Analysis	3	1.5	30	45	75
		MANB504 B	AI in Business Applications	3	1.5	30	45	75
		MANB505 B	Machine Learning using Python	3	1.5	30	45	75
		MANB506 B	Data Visualisation	3	1.5	30	45	75

Specialization- International Business Environment

Sem	Course	Ref. No	Subject Title	Credit	Exam Hrs.	Marks		Total
						Internal	End Sem Exam	
IV	Mandatory /Discipline Specific Elective (DSE) (IBE)	MANB503E	International Economics & Emerging Markets	3	1.5	30	45	75
		MANB504E	Global Financial Markets & Instruments	3	1.5	30	45	75
		MANB505E	Management of Multinational Companies	3	1.5	30	45	75
		MANB506E	Global trade legislations	3	1.5	30	45	75

Semester I	MANB401	Foundations of Management
2 credits	LTP: 1:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1401	Understand	Understand the foundational principles that form the discipline of management.
CO2401	Apply	Explore contemporary management practices and understand their application in the contemporary business.
CO3401	Analyse	Analyse varied management functions and articulate their inter-relationships.

Unit 1	Introduction to Management: Definition and significance of Management to Business; Management as a science, art and profession. Management functions: Planning concept and types; Organizing structure, design and types; Leading styles and theories; Control processes and techniques.
Unit 2	Evolution of Management thought: Industrial revolution, Schools of Management thought: Classical management theory, Behavioural management theory, Quantitative management theory, Systems theory, Contingency management thought, Total quality management, Modern and transformational management thought (HRM, transformational leadership, Innovation and entrepreneurship theory and Sustainability thought). Thinkers and Social scientists: Frederick Taylor, Henri Fayol, Max Weber, Mark Parker Follett, Elton Mayo, Edward Deming and others
Unit 3	Strategic Management thought: SWOT Analysis, Competitive Advantage, Business ecosystem, Business terms and jargons. Ethics: Corporate social responsibility, corporate governance and global citizenship. Contemporary trends in management: Current trends in Management, MBO, Industry 4.0, Digital transformation, Remote and hybrid work models, customer-centric approaches, and Globalization and localization.

Suggested Text Books/Cases/Readings:

1. *Management* - Robbins, S. P., & Judge, T. A.
2. *Principles of Management: A Global Perspective.* – Koontz, H., & Weihrich, H.
3. *Management Principles and Practices.* – Gupta, C. B. (Latest Edition).

Semester I	MANB402	Organizational Behaviour
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1402	Remember	Identify and understand the distinct types of organizational behaviours and attitudes.
CO2402	Understand	
CO3402	Analyze	Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
CO4402	Create	Create personalized measures to mitigate stress for themselves.

Unit 1	Foundations of Organizational behaviour: Conceptualization of OB, Theories and - perspectives in organizational behaviour. Psychology and Organizational Behaviour, Influence of Globalization on the advancement of OB.
Unit 2	Individual Dimension of OB 1: Attitudes: Conceptualization, Components of Individual Attitudes, Major employee job attitudes (job satisfaction, organizational commitment, work engagement, mindfulness, turnover intent and others). Perceptions: Conceptualization, Factors effecting creation of perception, Attribution theory, Organizational application of perception. Individual Decision-Making: Concept of Decision making, Factors effecting individual decision-making, ethical criterion for decision-making.
Unit 3	Individual Dimension of OB 2: Personality: Concept, Myer Brigg's Type Indicator, Big Five Personality Model, Johari Window, Psychological Capital Motivation: Concept, Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory, ERG Theory, McClellands Theory of Needs. Contemporary theories: Self-Determination Theory, Goal-setting theory, Self-efficacy theory, Reinforcement theory and Expectancy Theory. Emotional Intelligence: Affect, emotion and mood; functions of emotions; Theories: Affect theory and Affective Events theory, Concept of Emotional Intelligence, Emotional competence framework, Emotions and its benefits to organization
Unit 4	Group: Group Behaviour and Work Teams: Concept and forms, Tuckman's Five-Stage Model, Group Identity Theory: role, role identity, role perception, role expectations and psychological contract. Hawthorne Studies and Zimbardo experiment. Group structures and group decision-making Communication: Concept, functions and process. Types of communication and barriers

	<p>Leadership: Concept; Theories: Trait theory, Behavioural theory, contingency theory and LMX theories;</p> <p>Power and Conflicts: Concept, power bases. Sources of conflict, conflict management approaches</p>
Unit 5	<p>The Organization System</p> <p>Organizational Structures: Factors effecting structures – centralization of power, work specialization, departmentalization, chain of command, span of control and formalization. Organization designs: functional, geographical, product, customer, matrix. New designs: virtual and boundaryless organization.</p> <p>Organizational Cultures: origin, concept and types; Creating and maintaining cultures, Diversity, Equity and Inclusivity</p> <p>Organizational Change: Meaning, nature, influencers and types; Kurt-Lewin Model of change, Action Research; Organizational Development.</p> <p>Stress Management: Concept, prevention and stress management; worklife balance, quality of work life (QWL), mindfulness.</p>

Suggested Text Books/Cases/Readings:

- 1) Organizational Behavior – Stephen Robbins
- 2) Organizational Behavior – Fred Luthans
- 3) Organizational Behaviour: An Evidence-Based Approach – Fred Luthans

Suggested Reference Books/Cases/Readings:

- 1) Organizational Behaviour by Jay M. Jaszewski and John G. Gibbons
- 2) Organizational Behaviour and Management by John M. Ivancevich and Robert Konopaske
- 3) Leading Organizational Change by John P. Kotter
- 4) Organizational Behaviour: An Evidence-Based Approach by Fred Luthans

Readings:

- i) The Psychology of Change Management by Michael Beer and Nitin Nohria
- ii) What Makes a Team Effective? by J. Richard Hackman
- iii) How to Lead in a Crisis by Amy C. Edmondson

Semester I	MANB403	Managerial Economics
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1403	REMEMBERING	DEFINE the key terms in Economics.
CO2403	UNDERSTANDING	EXPLAIN the key terms in Economics, from a managerial perspective.
CO3403	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE the significance from the perspective of business decision making.
CO4403	ANALYSING	EXAMINE the inter-relationships between various facets of Managerial Economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO5403	EVALUATING	DEVELOP critical thinking based on Principles for informed business decision making.
CO6403	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to Economic decisions made by a business, and how to incorporate these responses into their own decisions.

Unit 1	Managerial Economics: Basic Concepts & Principles of Economics, Firm & Theories of Firm
Unit 2	Utility & Demand Analysis: Utility – Meaning, Analysis & Measurement, Law of Diminishing Marginal Utility. Indifference Curve, Consumer’s Equilibrium & Consumer Surplus. Demand - Concept, Types, Determinants, Laws, Elasticity & Its uses, Exceptions etc. Demand Forecasting: Introduction, Meaning, Levels, Criteria & Methods of Demand Forecasting.
Unit 3	Supply: Introduction, Meaning, Law of Supply, Exceptions, Changes or Shifts in Supply. Elasticity of Supply Factors Determining Elasticity of Supply, Importance etc. Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning, Function & Cost of Production. Cost Analysis: Function, Types, Economies of Scale, Cost-Output Relationship
Unit 4	Revenue Analysis and Pricing Policies: Introduction, Meaning and Types, Objectives of Pricing Policies, Cost plus Pricing. Marginal cost pricing. Cyclical Pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer Pricing. Relationship between Revenues and Price Elasticity of Demand, Market and Market Structures, Break Even analysis, Profit Policy, Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.

Unit 5	<p>Consumption & Investment Function: Introduction, Marginal Efficiency of Capital Business Expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning Features, Theories of Business Cycles, Measures to Control Business Cycles.</p> <p>Macro-Economic Aspects: National Income Money Supply and Inflation.</p>
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Suggested Text Books:

1. Managerial Economics, Geetika, PurbaRoy & Chaudhary, T M H, New Delhi.
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
2. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. Managerial Economics, D.M.Mithani
4. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I	MANB404	Statistical Methods
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	REMEMBERING	Understand to have the basics knowledge on various statistical tools.
CO1404	UNDERSTANDING	Analyze statistical data using measures of central tendency and dispersion.
CO2404	APPLYING	Find the inter-relation between two or more phenomena with the help of Correlation, Regression Analysis.
CO3404	ANALYSING	Apply the statistical tools in business, economic and commercial areas with the help Time Series Analysis.
CO4404	EVALUATING	Develop decision making skills pertinent to practice of statistics, including the students' abilities to formulate problems to think creatively and to synthesize information.
CO5404	CREATING	Apply the different testing tools like t-test, F-test, chi-square test etc. to analyses the relevant real-life problems.

Unit 1	Averages: Requisites of a good average, Types of averages (Mean, Median and Mode) Dispersion: Significance of measuring of variation, Methods of studying variation (Mean deviation and Standard deviation).
Unit 2	Correlation Analysis: Significance of study Correlation, Types of Correlation, Methods of studying Correlation (Karl-Pearson's coefficient of Correlation and Rank Correlation coefficient). Regression Analysis: use of Regression Analysis, difference between Correlation and Regression Analysis , two Regression equations.
Unit 3	Time Series Analysis: Utility of Time Series Analysis, Components of Time Series, Methods of Measurement of Moving Averages and Method of Least Squares. Business Forecasting: steps in Forecasting, Methods of Forecasting and Theories of Business Forecasting.
Unit 4	Probability: Three approaches probability (Classical, Empirical and Axiomatic), Addition and Multiplication theorems of probability, Bayes theorem and Probability Distribution (Binomial, Poisson and Normal) Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.

Unit 5	Statistical Inference: Procedure of Testing Hypothesis, two types of error in testing of hypothesis, two tailed and one tailed tests of hypothesis, t-test, F-test, chi-square test and Analysis of Variance.

Suggested Text Books:

1. Statistical Methods, S.P. Gupta ,S Chand and Co Ltd, New Delhi.
2. Fundamental of Statistics, D.N. Elhans, Veena Agrawal, Kitab Mahal, New Delhi.
3. Business Statistics, S.C. Gupta, Himalaya publications House ,New Delhi.
4. Statistics for Management, T.N. Srivastava ,TMH, New Delhi.
5. Mathematical Statistics, J.N. Kapur and H.C. Saxena, S Chand and Co Ltd ,New Delhi.

Suggested Reference Books:

1. Quantitative Techniques and Managerial Decisions, Shrivastava V.K, Shenoy G.V ,Sharma S.C, New Age international Ltd, New Delhi.
2. Statistics for Management, Shrivastav, Tata McGraw Hill, New Delhi.
3. Statistics : Theory, Methods and Applications, D.C. Sancheti and V.K. Kapoor, Sultan Chand and Sons, New Delhi.
4. Quantitative Techniques , C. Satyadevi, S Chand and Co Ltd, New Delhi.
5. Statistics for Management, Levin Richard and Rubin David, New Prentice Hall Inc, New Delhi.

Semester I	MANB405	Accounting For Managers
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1405	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO2405	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO3405	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO4405	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial Elements involved in the situation.
CO5405	EVALUATING	EVALUATE the Financial impact of the decisions undertaken.

Unit 1	Basic Concepts: Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance.
Unit 2	Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts with simple adjustments.
Unit 3	Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.
Unit 4	Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions—Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.
Unit 5	Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets—Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis

Note: Numerical Problems may be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing and Short-Term Business Decisions
4. Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget
5. Standard Costing & Cost Variances

Suggested Reference Books:

1. Financial Cost and Management Accounting, P.Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari
4. Financial Accounting for Managers, Sanjay Dhamija, Pearson Publications
5. Accounting For Management, Jawahar Lal
6. Accounting, Shukla Grewal
7. Management Accounting, Ravi Kishore
8. Accounting for Managers, Dearden and Bhattacharya

Semester I	MANB406	Environment Management
2 credits	LTP: 1:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1406	REMEMBERING	To understand environmental management in relation to the major principles of sustainable development, defined broadly as: Biodiversity conservation; The Precautionary Principle; Economic sustainability; Intergenerational equity; and Intergenerational equity.
CO2406	UNDERSTANDING	To translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices.
CO3406	ANALYSING	To critically assess theoretical and conceptual issues relating to environmental management

Unit 1	Fundamentals of Environment Management; Sustainable Development; Environment and Business Schools.
Unit 2	Energy Management; Ecosystem Concepts; Ecology -Industrial Ecology, Agro-ecology; Climate Change ; Biodiversity Management; Global-warming.
Unit 3	Environment Management System; EMS Standards; EMS Audit Scheme; Clearance/Permissions for establishing industry; Environmental Accounting; Environmental Impact Assessment; Green Funding; Green Banking; Environment Ethics; Carbon Credit; Recycling Industry.
Unit 4	Environmental Laws - The Environment (Protection) Act 1986 , The Air (Prevention & Control of Pollution) Act, 1981, The Water (Prevention & Control of Pollution) Act, 1974.
Unit 5	Pollution; Waste Management; Forest Products and Trade;; Bharat Stage 6; Role of Government; Role of NGO's.

Suggested Text Books/Cases/Readings:

- Environment Management, by Louis Theodore, R. Ryan Dupont, et al.
- Environmental Management: Text And Cases, by Bala Krishnamoorthy

Suggested Reference Books/Cases/Readings:

- Environmental Conflict Management 1st Edition, by Tracy Lee Clarke (Author), Tarla Rai Peterson
- Biodiversity, Conservation and Environmental Management in the Great Lakes Basin 1st Edition, by Eric Freedman (Editor), Mark Neuzil (Editor)

Semester I	MANB407	Business Communication – I
2 credits	LTP: 1/2:1/2:1	Skill Enhancement Course

Course Outcomes

CO#407	Cognitive Abilities	Course Outcomes
CO1407	Remember	Remember the principles of effective communication skills for Managers.
CO2407	Understand	Assimilate the significance of non-verbal communication for managers and business organizations.
CO3407	Apply	Apply the principles of communication in structuring and designing speeches.
CO4407	Create	Design and deliver effective presentations and public speeches.

Unit 1	<p>Foundations of Communication: Significance, types, process and barriers to communication.</p> <p>Effective Speaking: Effective speaking, Clarity and Conciseness' in communication, organizing thoughts into speech, understanding audience, practicing articulation, speech and intonation.</p> <p>Non-verbal Communication: Body language, facial expressions and gestures, vocal intonation: tone, pitch and pace; Aligning verbal and non-verbal communication.</p> <p>Types of managerial speech: Introductory speech, briefing speech, reporting, thematic speech, valedictory/vote of thanks.</p>
Unit 2	<p>Listening Skills: Active listening, techniques to improve listening, identifying and overcoming listening barriers, Non-verbal cues in listening.</p> <p>Communication barriers: Verbal barriers, strategies to overcome misunderstandings, Feedback role and systematic method. Managing nervousness and building confidence.</p> <p>Engaging audience: Powerful opening, using humour, presentation techniques, audience interaction.</p>
Unit 3	<p>Presentation Skills: Designing effective visual aids, slide design and content clarity, time and engaging audience.</p> <p>Non-verbal Communication in Public speaking: Favourable body language and non-verbal cues, facial expression and gestures; tone, pitch and pace; alignment of verbal and non-verbal communication,</p> <p>Interviews - I: Purpose and preparation; Types of Interviews: Behavioural, situations and technical; Non-verbal communication in interviews.</p>

Suggested Text Books/Cases/Readings:

- 1) The Art of Public Speaking by Prof. A. G. Krishnamurthy
- 2) Business Communication by Prof. K. Raghunath
- 3) The Definitive Book of Body Language by Allan and Barbara Pease

Suggested Reference Books/Cases/Readings:

- 1) The Art of Public Speaking by Stephen E. Lucas
- 2) Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds by Carmine Gallo

Semester I		Indian Ethos and Values
2 credits	LTP: 2:1	Compulsory Generic Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Explain core concepts and principles of Indian philosophy.
CO2	Apply	Analyze the relevance of Indian ethos and values in contemporary society.
CO3	Analyze	Identify and explain the significance of major philosophical texts and thinkers.

Unit 1	Foundations of Indian Philosophy <ul style="list-style-type: none"> • Nature and Scope of Indian Philosophy • Major Schools of Indian Philosophy • The Concept of Dharma
Unit 2	Ethics, Morality, and Social Philosophy <ul style="list-style-type: none"> • The Concept of Karma • The Role of Conscience and Reason • The Concept of Ahimsa • The Concept of Ashrama Dharma • The Concept of Raja Dharma
Unit 3	Aesthetics, Spirituality, and Contemporary Relevance <ul style="list-style-type: none"> • The Concept of Rasa • The Concept of Yoga • The Concept of Moksha • Relevance of Indian Ethos and Values in Contemporary Society

Suggested Videos:

- The Law of Karma: <https://m.youtube.com/watch?v=vXkUNqYVWIk>
- The Ethics of Ahimsa: <https://www.youtube.com/watch?v=Nh3cncf2MP4>
- The Role of Conscience in Indian Ethics: <https://www.youtube.com/watch?v=vglWbSIqmi8>
- Ashrama Dharma: The Four Stages of Life: <https://www.youtube.com/watch?v=gCN4bdtvztk>
- Raja Dharma: The Duties of a King: <https://www.youtube.com/@TheRajdharmavideos>

- • Satyagraha: Gandhi's Philosophy of Non-Violence: https://www.youtube.com/watch?v=mgRK9Pn_wVA
- • The Concept of Rasa in Indian Aesthetics: <https://www.youtube.com/watch?v=zWEzZIP2O3k>
- • Introduction to Yoga: <https://www.youtube.com/watch?v=v7AYKMP6rOE>
- • The Path to Moksha in Indian Philosophy: https://www.youtube.com/watch?v=gSe_wyOxxDU

Semester I		Creativity and Innovations
2 credits	LTP: 0:0:2	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1409	Understand	Understand the foundations of creativity and innovation in a business context.
CO2409	Develop	Develop hands-on techniques for generating creative ideas and solving business problems.
CO3409	Collaborate	Enhance team collaboration skills by participating in innovation workshops.
CO4409	Apply	Apply innovative thinking to real-world case studies and business challenges.

Unit 1	<ul style="list-style-type: none"> • Definition and Importance: Difference between creativity and innovation, how they relate in a business context. • Theories of Creativity: Exploration of different creativity models like the Creative Problem Solving Process (CPS) and Design Thinking. • Practical Session: Brainstorming workshop where students work in groups to generate ideas for a given business problem.
Unit 2	<ul style="list-style-type: none"> • Creative Thinking Techniques: Lateral thinking, mind mapping, SCAMPER technique, and six thinking hats. • Practical Application: Use of tools like Idea Storming and Mind Mapping in real-time scenarios. • Group Activity: Students are divided into groups and assigned tasks to solve hypothetical business issues using creativity tools.
Unit 3	<ul style="list-style-type: none"> • Innovation Models: Open innovation, disruptive innovation, and incremental innovation. • Practical Case Studies: Analyzing how real companies (like Apple, Tesla, etc.) innovate. • Workshop: Students participate in an innovation simulation, where they have to create a new product/service based on innovative thinking.

Suggested Text Books/Cases/Readings:

1. "The Innovator's Dilemma" by Clayton Christensen
2. "Creative Problem Solving for Managers" by Tony Proctor
3. "Design Thinking for Strategic Innovation" by Idris Mootee

Suggested Reference Books/Cases/Readings:

1. Case Studies on Innovation from Harvard Business Review
2. Journals on Creativity in Business Management

Semester I		Social Entrepreneurship
2 credits	LTP: 1:1	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Remembering	Identify difference between business and social enterprises
CO2	Remembering	Orient learners to various social entrepreneurship models
CO3	Understanding	Recognize successful social enterprises and their existence in globalized world

Unit 1	Basic Concepts of Social Entrepreneurship, Social Impact Theory, Concept of Social Entrepreneurship, Socio-economic Concept of Social Entrepreneurship.
Unit 2	Social Enterprises: as agents of correcting market failures, Mission & Strategic Identification
Unit 3	Industry Analysis and Design Process, Life Cycle of Social Enterprises, Organizational Design for Innovation,
Unit 4	Strategy for Social Entrepreneurs, Identifying Opportunity, Systems thinking for Social Innovation, Profile of the Social Entrepreneur,
Unit 5	Business Models, Enterprising Models for Social Entrepreneurship. Types of Models & its Application, Sectorial Studies on Social Entrepreneurship, Social Venture Models & its Marketing. Value Proposition

Suggested Text Books/Cases/Readings:

- Elkington, John, and Pamela Hartigan. 2008. The Power of Unreasonable People: How Social Entrepreneurs create Markets. Boston: Schwab Foundation of Social Entrepreneurship.
- Nicholls, Alex. 2008. Social Entrepreneurship: New Models of Sustainable Social Change. Oxford: Oxford University Press.
- Praszker, Ryszard, and Andrzej Nowak. 2012. Social Entrepreneurship: Theory & Practice. New York: Cambridge University Press.

Semester I		Cases in Management
2 credits	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Apply	Application of management theories and concepts case scenarios; thereby fostering the understanding of how theory translates into practice.
CO2	Analyze	Critically analyze complex business situations and identifying key issues and challenges.
CO3	Create	Develop real-life small case-studies at the end of the course; with a decision element in the storyline.

Unit 1	Cases in Organizational Behavior: 1) Apollo Skylab 4 "Strike in Space" 2) Zappos: happiness in the Workplace Cases in Strategic Management: 1) Life Cell International: Gifting Futuristic Life Care 2) Social Entrepreneurship with narratives of Indian Handicraft
Unit 2	Cases in Marketing 1) Neuromarketing and the influence of Color 2) 'Roti Reminder" Case-study Cases in HRM 1) Diversity and Inclusion Initiatives: Wipro, Google, GoodYear and others. Cases in Finance 1) The Rise and Fall of Satyam Computers 2) Indian Banks: The Transformation Journey
Unit 3	Cases in Operations 1) Innovative Eye Care Delivery in India: Aravind Eye Care 2) Mumbai Dabbawalas: Lessons in Supply Chain Management 3) Amul: The Dairy Cooperative Model

Suggested Text Books/Cases/Readings:

- 1) Searching Alternatives: Cases in Management and Entrepreneurship – M.R.Dixit, Siddarth Singh, Sweety Shah
- 2) Case-studies shared

Suggested Reference Books/Cases/Readings:

- 1) How to analyze a Case – William Ellet
- 2) A Case study handbooks: A student;s guide – William Ellet

Semester I		MS Excel for Business
2 credits	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Understand the basic and advanced functions of MS Excel for business applications.
CO2	Apply	Apply Excel tools to solve business problems, perform data analysis, and create reports.
CO3	Analyze	Analyze data sets using Excel functions, charts, and pivot tables for business decision-making.
CO4	Create	Design spreadsheets and dashboards for business reporting and analysis

Unit 1	<ul style="list-style-type: none"> • Introduction to Excel: Overview of Excel interface, cells, rows, columns, and worksheets. <ul style="list-style-type: none"> • Basic Functions and Formulas: SUM, AVERAGE, COUNT, MIN, MAX, and working with ranges. • Data Sorting and Filtering: Managing large datasets using sorting, filtering, and custom filters. • Cell Referencing: Absolute, relative, and mixed cell references. <p>Practical Activity: Create a basic financial model using fundamental functions and formulas.</p>
Unit 2	<ul style="list-style-type: none"> • Using Logical Functions: IF, AND, OR, and nested formulas for decision-making. • Text Functions: CONCATENATE, LEFT, RIGHT, FIND, and TEXT for data manipulation. • Lookup Functions: VLOOKUP, HLOOKUP, and INDEX-MATCH for searching and referencing data. • Data Validation and Conditional Formatting: Setting rules for data entry and highlighting data based on conditions. <p>Practical Activity: Build an inventory management sheet using lookup functions.</p>
Unit 3	<ul style="list-style-type: none"> • Pivot Tables and Pivot Charts: Summarizing, filtering, and analyzing data with pivot tables and creating pivot charts. • Data Visualization: Creating and customizing charts (bar, line, pie, and combo charts). • What-If Analysis: Using Goal Seek, Data Tables, and Scenario Manager for business simulations.

	<ul style="list-style-type: none">• Dashboards in Excel: Designing interactive dashboards with charts, pivot tables, and slicers. <p>Practical Activity: Create a business dashboard to track sales performance.</p>
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Suggested Readings:

1. **Winston, W.L.** – *Microsoft Excel Data Analysis and Business Modeling* (Microsoft Press)
2. **Benninga, S.** – *Financial Modeling in Excel* (MIT Press)
3. **Walkenbach, J.** – *Excel Bible* (Wiley)

Semester I		English Language for Business
2 credits	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Understand key concepts of grammar, vocabulary, and sentence structure.
CO2	Apply	Apply language skills in writing professional emails, reports, and presentations.
CO3	Analyze	Analyze and comprehend written texts, business articles, and reports.
CO4	Communicate	Communicate effectively in spoken and written English in professional contexts.

Unit 1	<ul style="list-style-type: none"> • Basic Grammar: Nouns, verbs, adjectives, adverbs, prepositions, and conjunctions. • Sentence Structure: Simple, compound, and complex sentences. • Tenses and Verb Forms: Usage of past, present, and future tenses in business writing. • Common Errors in Business Writing: Avoiding common mistakes in sentence formation. <p>Practical Activity: Writing short business-related sentences and correcting grammar errors.</p>
Unit 2	<ul style="list-style-type: none"> • Business Vocabulary: Introduction to commonly used business terms and phrases. • Building Vocabulary: Techniques for expanding vocabulary relevant to business contexts. • Using Vocabulary in Context: Applying business terms in emails, reports, and presentations. • Idioms and Phrasal Verbs: Usage in professional communication. • Interview Skills and Etiquettes: Interview Skills and Etiquettes, Types of Interviews, Behavioral Interviews, Situational Interviews, Unstructured Interviews, Panel Interviews, Telephonic Interviews, Dress Code at Interview
Unit 3	<ul style="list-style-type: none"> • Professional Email Writing: Structure, tone, and etiquette of writing business emails. • Business Reports and Memos: Format and language for writing reports, memos, and notices. • Executive Summaries: Crafting concise summaries for business documents. • Proofreading and Editing: Techniques for reviewing and refining written communication. <p>Practical Activity: Write a short business report and proofread for errors.</p>

Suggested Readings:

1. Murphy, R. – *English Grammar in Use* (Cambridge University Press)
2. Trask, R.L. – *The Penguin Guide to Punctuation* (Penguin)
3. Bailey, S. – *Academic Writing: A Handbook for International Students* (Routledge)
4. Alex, K. *Soft Skill: Know Yourself and Know the World. New Delhi: S. Chand and Company Ltd. 2009.*
5. *Integrated skills in English-I: Publisher, Registrar, Maulana Azad National Urdu University, Hyderabad, Dec, 2021*

Semester I		Life Skills
2 credits	LTP: 1:1:0	Generic Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Develop self-awareness and empathy for building positive relationships.
CO2	Apply	Utilize critical and creative thinking skills for effective problem-solving.
CO3	Analyze	Learn to cope with stress, manage emotions, and set achievable personal goals.
CO4	Communicate	Improve verbal and non-verbal communication to enhance interpersonal relationships.

Unit 1	<p>Self-Awareness, Empathy, and Communication</p> <p>Topics Covered:</p> <ul style="list-style-type: none"> • Self-Awareness: Identifying personal strengths and weaknesses; building self-esteem. • Empathy: Understanding others' emotions and perspectives; the importance of empathy in relationships. • Effective Communication: Developing verbal and non-verbal communication skills; building strong interpersonal relationships. <p>Activities:</p> <ul style="list-style-type: none"> • Self-reflection exercises: Exploring personal values, strengths, and areas for growth. • Empathy-building games: Role-playing activities to understand others' emotions and perspectives. • Communication role-playing: Enhancing listening skills and overcoming communication barriers through interactive scenarios.
Unit 2	<p>Critical Thinking, Creative Thinking, and Decision Making</p> <p>Topics Covered:</p> <ul style="list-style-type: none"> • Critical Thinking: Analyzing and evaluating information; enhancing problem-solving and analytical abilities. • Creative Thinking: Fostering creativity, innovation, and thinking outside the box. • Decision Making: Understanding decision-making processes and models; making informed choices. <p>Activities:</p> <ul style="list-style-type: none"> • Critical and creative thinking exercises: Use puzzles, lateral thinking games, and idea-generation workshops. • Problem-solving activities: Group activities focused on solving real-world scenarios using creative approaches. • Decision-making case studies: Analyze real-life case studies to practice structured decision-making models.
Unit 3	Coping with Stress, Emotional Intelligence, and Goal Setting

4.2

	<p>Topics Covered:</p> <ul style="list-style-type: none">• Coping with Stress: Identifying stressors; exploring stress management techniques such as relaxation, time management, and mindfulness.• Emotional Intelligence: Recognizing and managing emotions; developing emotional resilience and regulation.• Goal Setting: Understanding and creating SMART goals (Specific, Measurable, Achievable, Realistic, Time-bound) for personal and professional growth. <p>Activities:</p> <ul style="list-style-type: none">• Stress management workshops: Practice relaxation techniques like mindfulness, guided breathing, and physical exercises.• Emotional regulation activities: Exercises focused on managing anger, frustration, and practicing self-control.• Goal-setting workshops: Students create personal growth plans with actionable steps using the SMART framework.
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Recommended Resources:

- **Handbook of Activities on Life Skills (Provided materials)**
- **Additional readings and case studies on life skills and emotional intelligence.**

Business History: India in a Global Context

Credits: 2

Semester: 3rd or 4th Semester (Elective)

Focus: Indian Business History with a Global Perspective

Course Outcomes (CO):

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Understand the historical development of Indian business in the global context.
CO2	Analyze	Analyze the impact of major global events on Indian business practices.
CO3	Evaluate	Evaluate the role of entrepreneurs, industries, and government policies in shaping India's business landscape.
CO4	Compare	Compare India's business evolution with global trends and influences.

Unit 1: Ancient Trade and Commerce in India

Duration: 8 hours

Topics Covered:

- Ancient Indian Trade Routes: Silk Road, maritime trade, and key trade hubs like Gujarat and the Malabar coast.
- Guilds and Mercantile Communities: The role of traders and business communities (e.g., Chettiars, Marwaris, Parsis) in shaping early Indian commerce.
- Global Trade Networks: India's role in early global trade, focusing on textiles, spices, and precious stones.

Activities:

- Discussion: Compare India's ancient trade networks with contemporary global trade routes.
- Case Study: Analyze how India's maritime trade influenced Southeast Asia and Europe during the pre-colonial period.

Learning Outcomes:

- Understand India's contributions to early global trade.
- Analyze the role of key mercantile communities in Indian trade.
- Recognize how ancient Indian commerce connected with global markets.

Unit 2: Colonialism and the Impact on Indian Business

Duration: 10 hours

Topics Covered:

- **Colonial Policies and Economic Exploitation:** Impact of British economic policies on Indian industries, including textiles and handicrafts.
- **The Rise of Indian Entrepreneurs:** How Indian entrepreneurs like Jamsetji Tata, G.D. Birla, and Ardeshir Godrej navigated colonial challenges.
- **Swadeshi Movement and Economic Nationalism:** Indian businesses' response to colonial domination, focusing on the promotion of indigenous industries.

Activities:

- **Research Project:** Students research the rise of an Indian business leader during the colonial period and present how they contributed to India's industrial growth.
- **Group Discussion:** Explore how British policies shaped both the decline and the resurgence of Indian industries.

Learning Outcomes:

- Understand the economic effects of British colonialism on Indian businesses.
- Evaluate how Indian entrepreneurs resisted colonial exploitation.
- Analyze the role of economic nationalism in shaping modern Indian business practices.

Unit 3: Post-Independence Industrialization and Global Integration

Duration: 12 hours

Topics Covered:

- **Early Industrial Policies:** Role of the Five-Year Plans, mixed economy, and state-led industrialization in shaping India's industrial landscape post-independence.
- **Liberalization and Economic Reforms (1991):** How liberalization transformed Indian industries and businesses, paving the way for globalization.
- **Indian Multinationals in the Global Market:** Case studies of Indian corporations such as Tata, Infosys, Reliance, and Wipro, expanding globally and competing on the world stage.

Activities:

- **Case Study:** Analyze the transformation of an Indian company (e.g., Tata, Infosys) before and after the 1991 reforms.
- **Debate:** Discuss the pros and cons of economic liberalization in India, focusing on its global impact.

Learning Outcomes:

- Understand the transition of India's economy from protectionism to liberalization.
- Evaluate the rise of Indian multinational corporations in the global market.
- Analyze how government policies shaped India's global business footprint.

Assessment:

- **Class Participation: 20%** (Engagement in discussions, activities, and presentations)
- **Group Projects: 30%** (Case study presentations on Indian entrepreneurs and companies)
- **Mid-Term Quiz: 20%** (Multiple choice and short-answer questions on Units 1 and 2)
- **Final Exam: 30%** (Essay and analysis-based questions on global and Indian business history)

Recommended Readings:

1. Tripathi, D. & Jumani, J. – *The Oxford History of Indian Business* (Oxford University Press)
2. Das, G. – *India Unbound: The Social and Economic Revolution from Independence to the Global Information Age* (Penguin Books)
3. Khanna, T. – *Billions of Entrepreneurs: How China and India are Reshaping Their Futures and Yours* (Harvard Business Review Press)
4. Chandavarkar, R. – *Imperial Power and Popular Politics: Class, Resistance and the State in India* (Cambridge University Press)

Semester II	MANB411	Research Methodology
4 credits	LTP: 3:1:0	Discipline Specific Core

Course Outcomes (CO):

CO#	Cognitive Abilities	Course Outcomes
CO1411	Understand	Identify the foundations of business research and its role in decision-making.
CO2411	Apply	Formulate research questions, hypotheses, and apply appropriate research designs.
CO3411	Analyze	Evaluate data collection, sampling techniques, and measurement methods.
CO4411	Apply	Utilize statistical techniques for hypothesis testing and data analysis.
CO5411	Evaluate	Develop and present comprehensive research reports.
Unit 1	Foundations of Research <ul style="list-style-type: none"> - Definition, need, and characteristics of business research. - Scientific research methods in management. - Research applications in business: Formulating research problems and questions. - The research process: Literature review, sampling, data collection, analysis, and reporting. - Practical considerations: Ethics, harm to participants, informed consent, and data management. 	
Unit 2	Research Design <ul style="list-style-type: none"> - Types of research design: Exploratory, descriptive, causal. - Key design elements: Variables, sampling, control, and data collection. - Cross-sectional vs. longitudinal studies. - Hypothesis development: Null, alternative, and directional hypotheses. - Evaluating research design effectiveness. 	
Unit 3	Data & Measurement <ul style="list-style-type: none"> - Definition and types of data: Primary vs. secondary. - Measurement concepts: Validity, reliability, and consistency. - Scales and data types: Nominal, ordinal, interval, ratio. - Attitude scaling techniques: Likert scale, semantic differential, paired comparison, and rating scales. - Questionnaires and interviews: Crafting effective instruments. 	
Unit 4	Sampling Techniques <ul style="list-style-type: none"> - Types of sampling: Probability and non-probability. - Determining sample size, dealing with sampling errors, and non-response issues. - Practical sampling methods for business research 	

Unit 5	Data Analysis & Report Writing <ul style="list-style-type: none">- Descriptive statistics: Mean, median, mode, standard deviation, variance.- Correlation and regression analysis: Pearson's correlation, Chi-square, ANOVA, and hypothesis testing.- Data cleaning and preparation: Coding and interpreting results.- Reporting research: Structure of research reports and presentations
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Suggested Readings:

1. Kothari, C.R.,
Research Methodology: Methods and Techniques
New Age International Publishers
1. Zikmund, W.G.,
Business Research Methods
Cengage Learning
1. Saunders, M. et al.,
Research Methods for Business Students
Pearson Education

Semester II	MANB412	Production & Operations Management
3 credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1412	Remembering	Expand individual knowledge of operations management principles and practices.
CO2412	Remembering	Explain the importance of quality control.
CO3412	Understanding	Describe the various dimensions of production planning and control and their inter-linkages with forecasting.
CO4412	Understanding	Explain the process characteristics and their linkages with process-product matrix in real world context.
CO5412	Applying	Apply the principles underlying materials requirements planning.

Unit 1	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Lean Manufacturing ; Facility Layouts; Make-or-Buy Analysis
Unit 2	Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;
Unit 3	Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Management., Stores Management; Vendor Evaluation; Materials Handling- Principles, Equipments, 5-S, Kaizen; Kanban; Poka-Yoke; Line Balancing-Problems.
Unit 4	Scheduling; Production Planning and Control; Work Design- Work study, method study, work measurement- work sampling
Unit 5	Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000; Maintenance Management; Safety Management;

Suggested Text Books/Cases/Readings:

- Operations Management Theory & Practice, B.Mahadevan , Pearson.
- Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill. Production
- Operations Management, R B Khanna, PHI, New Delhi.
- Production & Operations Management, S N Chary, McGraw Hill.

Suggested Reference Books/Cases/Readings:

- Operations Management, William J. Stevenson, TMGH.
- Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
- Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Semester II	MANB413	Financial Management
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1413	REMEMBERING	DESCRIBE the basic concepts related to Financial Management.
CO2413	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO3413	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO4413	ANALYSING	ANALYZE the situation and comment on financial position of the firm, estimate working capital required, decide ideal capital structure & evaluate various project proposals
CO5413	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

Unit 1	Business Finance: Introduction to Business Finance, Meaning ,Definition & Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager .
Unit 2	Techniques of Financial Statement Analysis: Introduction, Objectives of financial statement analysis, various techniques of analysis - Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement .
Unit 3	Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting Working Capital, Estimation of Working Capital requirement
Unit 4	Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC).
Unit 5	Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. FinancialManagement- Khan and Jain Sixth Ed- Tata McGraw Hill.
4. FinancialManagement-Prasanna Chandra – Seventh Ed, Tata McGraw Hill

Semester II	MANB414	Human Resource Management
3 credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1414	Remembering	Explain the importance of human resources and their effective management in organizations
CO2414	Remembering	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
CO3414	Understanding	Describe the meanings of terminology and tools used in managing employees effectively
CO4414	Understanding	Describe rules and regulations affecting employees and employers
CO5414	Analyzing	Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.

Unit 1	Conceptualization & fundamentals: Introduction to HRM, corporate objectives & HPM, Concepts & functions of HRM, comparison between Personnel Management & HRM, corporate level strategies & its effect on HRM
Unit 2	Employment: Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.
Unit 3	Human Resource Development: Training & Development, career planning & succession Planning, Performance Appraisal, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment strategies, Exit Interviews
Unit 4	Compensation : Job Evaluation, Wage & salary Administration, fringe Benefits, social Security measures
Unit 5	Employee Engagement Practices: Employee welfare, Industrial Relations, Trade Unions, Dispute Resolution & Grievance Management

Suggested Text Books/Cases/Readings:

- Dessler, Gary Human Resource Management, Prentice Hall
 - Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997.
 - P. SubbaRao; Personnel And Human Resource Management" Text & Cases, Himalay Publishing House. 2009.
 - Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008.
 - Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.
- Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

Semester II	MANB415	Marketing Management
3 credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1415	Understand	Explain core concepts and principles of marketing.
CO2415	Apply	Develop marketing strategies based on consumer behavior and market segmentation.
CO3415	Analyze	Analyze competitive positioning, branding, and value proposition strategies.
CO4415	Create	Formulate marketing mix strategies for products and services.
CO5415	Evaluate	Assess marketing programs and their effectiveness using key performance indicators.

Unit 1	<p>Introduction to Marketing and Core Concepts</p> <ul style="list-style-type: none"> • Definition and Scope of Marketing: Understanding the role of marketing in business. • Marketing Philosophies: Production, product, selling, marketing, and societal marketing concepts. • Core Marketing Concepts: Needs, wants, demand, market offerings, customer value, and satisfaction. • The Marketing Environment: Micro and macro-environmental factors. • Marketing in the Digital Era: Impact of technology and digital trends on marketing. <p>Practical Activity: Case study analysis of market-driven companies.</p>
Unit 2	<p>Consumer Behavior and Market Segmentation</p> <ul style="list-style-type: none"> • Understanding Consumer Behavior: Factors influencing consumer decisions – cultural, social, personal, and psychological. • Consumer Decision-Making Process: Need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior. • Market Segmentation: Bases for segmentation – geographic, demographic, psychographic, and behavioral. • Targeting and Positioning: Choosing the right target market and creating a positioning strategy. <p>Practical Activity: Developing a segmentation, targeting, and positioning (STP) strategy for a product.</p>

Unit 3	<p>Marketing Mix Strategies (4Ps)</p> <ul style="list-style-type: none"> • Product Strategy: Product classification, product life cycle (PLC), new product development, and product differentiation. • Pricing Strategies: Factors affecting pricing decisions, pricing approaches (cost-based, value-based, and competition-based), and psychological pricing. • Place (Distribution) Strategy: Channels of distribution, types of intermediaries, and logistics management. • Promotion Strategy: Integrated marketing communication (IMC), advertising, sales promotion, public relations, and personal selling. <p>Practical Activity: Designing a marketing mix (4Ps) strategy for a real or hypothetical product/service.</p>
Unit 4	<p>Brand Management and Competitive Analysis</p> <ul style="list-style-type: none"> • Branding: Importance of brands, brand equity, brand positioning, and building brand loyalty. • Brand Architecture: Strategies for managing product lines, brand extensions, and global branding. • Competitive Analysis: Identifying competitors, competitive advantage, and strategies for positioning against competitors. <p>Practical Activity: Case study on successful brand positioning and analysis of competitors.</p>
Unit 5	<p>Marketing Metrics and Marketing Plan</p> <ul style="list-style-type: none"> • Marketing Metrics: Understanding key performance indicators (KPIs) such as customer acquisition cost, customer lifetime value, and return on marketing investment (ROMI). • Evaluating Marketing Performance: Tools and techniques for measuring marketing effectiveness. • Developing a Marketing Plan: Structure and components of a marketing plan – situation analysis, marketing objectives, strategies, action plan, and budget. <p>Practical Activity: Developing a comprehensive marketing plan for a business.</p>

Suggested Text Books/Cases/Readings:

1. Kotler, P. & Keller, K.L. – *Marketing Management* (Pearson Education)
2. Lamb, C.W., Hair, J.F., & McDaniel, C. – *Marketing* (Cengage Learning)
3. Ramaswamy, V.S. & Namakumari, S. – *Marketing Management: Indian Context* (McGraw Hill Education)

Semester II	MANB416	Optimization Techniques
3 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1416	REMEMBERING	Know different optimal techniques to solve physical problems.
CO2416	UNDERSTANDING	Understand basics & formation of Linear Programming Problems & appreciate their limitations. Solve Linear Programming Problems using Graphical and Simplex Method.
CO3416	APPLYING	Determine optimal strategy for Minimization of Cost of shipping of products from source to Destination/ Maximization of profits of shipping products using various methods, Finding feasible and optimal solutions.
CO4416	ANALYSING	Optimize the allocation of resources to Demand points in best possible way using various techniques & minimize cost or time /maximize profit or sales of completion of number of jobs by number of persons.
CO5416	EVALUATING	Model competitive real-world phenomena using concepts from Game theory. Analyze pure & mixed strategy Games, understand & deal with Queuing theory & Inventories of various goods with /without shortages.
CO6416	CREATING	Implement Replacement of equipment at right time & able to implement project management concepts like PERT/CPM to reduce cost and time.

Unit 1	Basics of Operations Research: Features, Phases, Models, Methods, Applications in Managerial decision making
Unit 2	Linear programming: Basics Concepts and Methods (Graphical and Simplex).
Unit 3	Assignment Model, Transportation Model, Replacement Models
Unit 4	Queuing Theory, Game Theory and Simulation.
Unit 5	Decision Theory, Inventory Management Techniques, Project Management by PERT/CPM.

Suggested Text Books:

- 1.Operation Research, Sharma J.K, Himalaya Publications house, New Delhi.
- 2.Operations Research-An Introduction, Taha .H.A, Mc-Millan, New York.
- 3.Operations Research, Prem Kumar Gupta, D.S. Hira, S Chand and Co Ltd, New Delhi.
- 4.Operations Research, Kanti Swarup Gupta, P.K. Manmohan, Sultan Chand and Sons, New Delhi.
- 5.Operations Research, Kalawati, Vikas Publication Pvt. Ltd, New Delhi.

Suggested Reference Books:

- 1.An Introduction to Operational Research, C.R. Kothari, Vikas Publication Pvt. Ltd, New Delhi.
- 2.Operation Research, Chawla, Kalyani Publication Ludhiana.
- 3.Quantitative Techniques in Management, N.D. Vora, McGraw Hill Publications, New Delhi.
- 4.Introduction to Operation Research, F. Hillier, TMH.
5. Quantitative Analysis for Business, Decisions, Bobby Srinivasan and C. L. Sandblom, McGraw Hill Publications, Singapore

Semester II	MANB419	International Business Environment
2 Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1419	UNDERSTANDING	Explain the fundamental concepts of international business and globalization.
CO 2419	ANALYZE	Analyze the impact of international environments on business strategies.
CO3419	APPLYING	Apply international trade theories and strategies to business situations.
CO4419	ANALYSING	Evaluate the role of international institutions and economic integration.
CO5419	UNDERSTAND	Identify key strategies for international marketing, HRM, and production.

Unit 1	<ul style="list-style-type: none"> -Overview of International Business ,Concepts and Environment: Definition, features, and importance of international business. - Environmental Factors: Economic, socio-cultural, political, and natural environments. - Theories and Strategies: Comparative advantage, Porter’s model, international business strategies. -Modes of Entry: Exportin, licensing, joint ventures – advantages and disadvantages. -Practical Activity: Case study analysis of an international expansion strategy.
Unit 2	<p>Globalization</p> <ul style="list-style-type: none"> - Introduction to Globalization: Definition, features, and stages. - Global Markets and Production: Globalization of markets, production, investment, and technology. - Pros and Cons: Economic, cultural, and political impacts of globalization. -Practical Activity: Group discussion on globalization's impact on specific industries.
Unit 3	<p>International Institutions and Trade Regulations</p> <ul style="list-style-type: none"> - World Trade Organization (WTO): Establishment, structure, and role in trade. - GATT and Trade Barriers: Overview of GATT, tariff, and non-tariff barriers. - WTO Measures: Anti-dumping policies and their significance. -Practical Activity: Analysis of WTO policies and their impact on international trade.
Unit 4	<p>Regional Integration and Global Financial Environment</p> <ul style="list-style-type: none"> - Regional Economic Integration: Free trade areas, customs unions, economic unions. - Monetary System and Foreign Exchange: Exchange rates, global monetary system, currency risk.

	<ul style="list-style-type: none"> - Global Capital Market: Role of international financial institutions and capital flows. - Practical Activity: Report on the impact of a regional integration (e.g., EU, ASEAN).
Unit 5	<p>Functional Aspects of International Business</p> <ul style="list-style-type: none"> - International Marketing: Adapting marketing strategies for global markets. - Global HRM: Staffing, training, and managing cultural differences. - Production and CSR: Production strategies, quality management, and CSR in international business. - Practical Activity: Develop an international marketing plan for a product.

Suggested Readings:

1. Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. – International Business: Environments and Operations (Pearson Education)
2. Hill, C.W.L – International Business: Competing in the Global Marketplace (McGraw Hill)
3. Czinkota, M.R. & Ronkainen, I.A. – International Business (Wiley)

Semester II	MANB417	Agri-Business Management
Credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes (CO):

CO#	Cognitive Abilities	Course Outcomes
CO1417	Understand	Analyze the role and scope of agribusiness in the global and Indian economies.
CO2417	Apply	Apply key concepts of agricultural economics to solve real-world agri-business issues.
CO3417	Analyze	Evaluate the components and logistics of agricultural supply chains and their challenges.
CO4417	Understand	Understand the fundamentals of agri-marketing and different market structures in agriculture.
CO5417	Apply	Implement financial management tools and risk mitigation strategies in agribusiness.
CO6417	Evaluate	Explore innovative technologies and sustainable practices in agri-business ventures.

Unit 1	<p>Introduction to Agri-Business and Its Environment</p> <ul style="list-style-type: none"> - Definition and scope of agribusiness - Agri-business system and its components - Economic, technological, and legal environment of agri-business - Challenges and opportunities in Indian and global agri-business - Tutorial/Practical: Case studies on agribusiness development
Unit 2	<p>Agricultural Economics and Supply Chain Management</p> <ul style="list-style-type: none"> - Basic concepts of agricultural economics - Agri-business supply chain management - Risk management in the supply chain - Logistics: Storage and transportation - Tutorial/Practical: Analysis of successful agri-business supply chains
Unit 3	<p>Agri-Marketing and Market Structures</p> <ul style="list-style-type: none"> - Introduction to agri-marketing - Farm-to-market models, intermediaries, and e-marketing - Agricultural market structures and pricing strategies - Role of FPOs and cooperatives in agri-marketing - Tutorial/Practical: Marketing strategies for agricultural products
Unit 4	<p>Finance in Agri-Business</p> <ul style="list-style-type: none"> - Sources of finance for agri-business - Agricultural financial institutions (NABARD, SIDBI) - Financial statements, costing, and budgeting in agri-business - Crop insurance and government subsidies - Tutorial/Practical: Financial management in agri-business ventures

Unit 5	Innovations and Technology in Agri-Business <ul style="list-style-type: none"> - Role of technology (IoT, blockchain, precision farming) - Innovative farming models: Hydroponics, vertical farming - Sustainability in agri-business - Agri-business startups in India - Tutorial/Practical: Case studies on technological innovations in agriculture
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Suggested Text Books/Cases/Readings:

1. John H. Davis and Ray Goldberg, A Concept of Agribusiness Harvard University Press, 1957
ISBN: 9780674136415
2. Kahlon, A.S. and Tyagi, D.S., Agricultural Price Policy in India Allied Publishers, 1983
ISBN: 9788170230549
3. Acharya, S.S. and Agarwal, N.L., Agricultural Marketing in India Oxford & IBH Publishing Co. Pvt. Ltd., 2009 ISBN: 9788120417647

Suggested Reference Books/Cases/Readings:

4. Rudra Pratap Singh, Agri Business and Rural Management New India Publishing Agency, 2010 ISBN: 9789380235093
5. Pandey, I.M., Financial Management in Agriculture Vikas Publishing House, 1997
ISBN: 9788125915550
6. Singh, Katar and Sadhu, A.N., Agricultural Problems in India Himalaya Publishing House, 2011 ISBN: 9789350245631

Semester II	MANB418	Data Science and Processing
3 credits	LTP: 2:0:1	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1418	Understand	Understand the fundamentals of data science and its application to business management. Cultivate an understanding of ethical considerations in data extraction and handling
CO2418	Apply	Apply the techniques of data collection to processing to real-time data.
CO3418	Analyze	Develop skills in data collection, visualization and processing of input data.

Unit 1	Fundamentals to Data Science: Definition and lifecycle. Types of data: Structured and unstructured; Sources of data science.
Unit 2	Data Collection Techniques: Methods of data collection i.e., Surveys, interviews, crowd sourcing and others. Data quality parameters. Data Preparation using SPSS and Excel: Data cleaning and pre-processing; common data cleaning techniques: handling missing values, outliers, duplication, imputations etc.; Data transformation: normalization, aggregation, categorical data coding etc.; tools for data cleaning using Excel, SPSS, R and Python.
Unit 3	Exploratory Data Analysis (EDA): Importance of EDA in Data science; Measures of central tendency and dispersion; Graphical techniques (histograms, scatter plot, box plots, heatmaps etc.); Tools for EDA. Statistical Concepts: Descriptive vs. Inferential Statistics; Probability distributions - Normal, binomial and Poisson distributions; Hypothesis testing - null and alternate hypothesis, p-values and significance levels. Common statistical tests: t-tests, Chi-square and ANOVA.
Unit 4	Introduction to Machine Learning: Types of machine learning: supervised, unsupervised and reinforcement; Common algorithms: linear, regression, decision trees; Evaluation parameters for machine learning: accuracy, precision, recall and F1-score.
Unit 5	Ethical considerations in Data science: Data privacy and security; ethical dilemmas and frameworks for decision making, understanding and mitigating bias; Laws and regulations relating to data privacy: IT Act, 2000; Personal Data Protection Bill, 2019; Right to Information Act, 2005; IPC, 1860 and others

Suggested Text Books/Cases/Readings:

- 1.Data Science for Business by Foster Provost and Tom Fawcett

2.SPSS for Data Analysis by Shankar K. and S. K. Bansal

3.Data Analysis Using SPSS by Dr. D. C. Sharma

Suggested Reference Books/Cases/Readings:

1.Discovering statistics using IBM SPSS Statistics – by Andy Field

2.Multivariate Data Analysis – Hair, Black, Babin, Anderson, Tatham

Semester II	MANB422	Business Communication – II
2 credits	LTP: 1/2:1/2:1	Skill Enhancement Course

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1422	Understand	Understand the importance of a well-crafted resume in the job search process
CO2422	Apply	Apply the learning for drafting effective formal emails and resume for a job application.
CO3422	Analyze	Analyse the job requirements and effectively showcase data, skills, experiences, and achievements.
CO4422	Create	Develop clear, concise, and persuasive business documents i.e., emails, resume and reports.

Unit 1	<p>Fundamentals: Importance of written communication; types of business documents, fundamental principles of writing. Organizing thoughts and structure. Active vs. passive voice, common pitfalls of business writing.</p> <p>Professional Emails: Structure and skeleton, clarity and concise, email etiquette and tone, effective subject lines, salutations and greetings.</p> <p>Memos and Internal Communication: Purpose of memos, structure of memos, writing clear and concise memos,</p> <p>Types of managerial speech: Introductory speech, briefing speech, reporting, thematic speech, valedictory/vote of thanks.</p>
Unit 2	<p>Introduction to Resume: Purpose of a resume in Job application process, understanding the employer expectations, difference between resume and curriculum-vitae.</p> <p>Structure of a resume: Components, highlighting key qualifications and achievements, use of action verbs and quantifiable terms, differentiating between soft and hard skills and tailoring them to match job descriptions.</p> <p>Aesthetics: Use of bullet points and narratives, formatting how to present additional qualifications and volunteering achievements. Customizing a resume, using templates and tools</p>
Unit 3	<p>Reports and Proposals: Purpose, types, structure and key elements; research and data presentation, using visual aids, citing sources.</p> <p>Editing and proof-reading: Importance, common errors, techniques for effective editing, peer review process. Cultural, legal and ethical considerations (plagiarism, copyright, cross-cultural considerations).</p>

Suggested Text Books/Cases/Readings:

- 1) Business Communication: Process and Product by Mary Ellen Guffey and Dana Loewy
- 2) Business Communication Today by Courtland L. Bovee and John V. Thill
- 3) Effective Business Communication by Asha Kaul

Suggested Reference Books/Cases/Readings:

- 1) The Resume Writing Guide by Lisa McGrimmo

Semester II(Elective)	MANB421	Management of Non-Profit Organizations
3 credits	LTP: 2:1:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1421	Understand	Describe the structure and management functions of non-profit organizations.
CO2421	Analyze	Analyze the challenges faced by non-profit organizations in different functional areas.
CO3421	Apply	Apply management principles to improve the effectiveness of non-profit organizations.
CO4421	Evaluate	Evaluate the impact of leadership, governance, and funding strategies on non-profit organizations.
CO5421	Create	Develop strategies for enhancing community engagement and program effectiveness.

Unit 1	<p>Introduction to Non-Profit Organizations</p> <ul style="list-style-type: none"> - Concept and Characteristics: Definition, importance, and types of non-profit organizations (NPOs). - Role of NPOs in Society: Contributions to social, cultural, and economic development. - Non-Profit vs. For-Profit Organizations: Key differences in goals, management, and funding. <p>Practical Activity: Case study analysis of a successful non-profit organization.</p>
Unit 2	<p>Governance and Leadership in NPOs</p> <ul style="list-style-type: none"> - Governance Structure: Boards, roles, responsibilities, and the importance of good governance in NPOs. - Leadership in Non-Profits: Leadership styles, challenges, and the importance of ethical leadership. - Volunteer Management: Recruitment, motivation, and retention of volunteers. <p>Practical Activity: Develop a governance structure for a hypothetical non-profit organization.</p>
Unit 3	<p>Financial Management and Funding</p> <ul style="list-style-type: none"> - Financial Management in NPOs: Budgeting, accounting, and financial reporting for non-profits. - Fundraising Strategies: Grants, donations, events, and online crowdfunding. - Sustainability: Diversification of funding sources and financial stability. <p>Practical Activity: Create a fundraising plan for a small non-profit organization.</p>
Unit 4	<p>Program Planning and Evaluation</p> <ul style="list-style-type: none"> - Program Design: Planning, designing, and implementing programs aligned with the mission.

	<ul style="list-style-type: none"> - Monitoring and Evaluation: Tools and techniques to measure program outcomes and impact. - Challenges in Program Management: Adapting to changing community needs and funding limitations. <p>Practical Activity: Designing a monitoring and evaluation framework for a non-profit project.</p>
Unit 5	<p>Advocacy, and Community Engagement</p> <ul style="list-style-type: none"> - Marketing for NPOs: Creating awareness and promoting the cause, use of social media, and public relations. - Advocacy and Lobbying: Role of advocacy in influencing policy and gaining community support. - Community Engagement: Building trust, partnerships, and collaboration with stakeholders. <p>Practical Activity: Develop a community engagement plan for a non-profit cause.</p>

Suggested Readings:

1. Worth, M.J. – Nonprofit Management: Principles and Practice (SAGE Publications)
2. Drucker, P.F. – Managing the Non-Profit Organization: Practices and Principles (HarperCollins)
3. Renz, D.O. – The Jossey-Bass Handbook of Nonprofit Leadership and Management (Jossey-Bass)