



# UNIVERSITY OF JAMMU

(NAAC ACCREDITED 'A ++ GRADE' UNIVERSITY)  
Baba Sahib Ambedkar Road, Jammu-180006 (J&K)

Academic Section

Email: [academicsectionju14@gmail.com](mailto:academicsectionju14@gmail.com)

## **NOTIFICATION** **(25/June/Adp./15)**

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, is pleased to authorize the adoption of the syllabi and courses of studies for **Post Graduate Programme in Business Administration (MBA)** under NEP-2020 as per details given below:-

### **Two Year Post Graduate Programme under NEP-2020**

Subject	Semester	For the examinations to be held in the year
MBA	Semester-I	December 2025, 2026 and 2027
	Semester-II	May 2026, 2027 and 2028
	Semester-III	December 2026, 2027 and 2028
	Semester-IV	May 2027, 2028 and 2029

### **One Year Post Graduate Programme under NEP-2020**

Subject	Semester	For the examinations to be held in the year
MBA	Semester-I	December 2026, 2027 and 2028
	Semester-II	May 2027, 2028 and 2029

The Syllabi of the courses are also available on the University website:  
[www.jammuuniversity.ac.in](http://www.jammuuniversity.ac.in)

*Neel K. Sharma*  
DEAN ACADEMIC AFFAIRS  
20/6/2025  
*Abuqa*  
27/6/25  
*92M*  
25/6/25

No. F. Acd/II/25/ 3789-3805

Dated: 30/6/2025

Copy for information and necessary action to:

1. Dean, Faculty of Business Studies
2. Director/Convener, Board of Studies in Business Management
3. Director, Centre for IT Enabled services and Management, University of Jammu for information and for uploading on University Website.
4. All members of the Board of Studies
5. Joint Registrar (Evaluation/P.G. Exam.)
6. Programmer, Computer Section, Examination Wing



**THE BUSINESS SCHOOL  
UNIVERSITY OF JAMMU**

**MASTER OF BUSINESS  
ADMINISTRATION (MBA)**

**Programme Code: PGFBB002**

**ONE-YEAR  
NEP-2020**

**Course Structure  
Of  
Masters of Business Administration  
(MBA)  
ONE-YEAR**

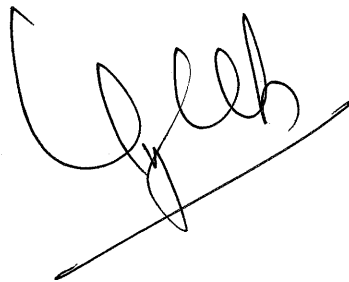
*Including Syllabi of*

**Semester-I**

*For the Session Dec 2026, 2027 and 2028*

**Semester-II**

*For the Session May 2027, 2028 and 2029*

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**THE BUSINESS SCHOOL**  
**UNIVERSITY OF JAMMU**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**ONE-YEAR**  
**NEP-2020**

Semester-I				
<i>The students will have to opt for FIVE (05) Elective Courses from any two functional areas, selecting THREE (03) from the major and TWO (02) from the minor areas</i>				
Course Code	Paper	Credits	L-T-P	Level
<b>Practical/Tutorial/Skill-Based Courses</b>				
P1MBRC101	Skill Development for Sales	2	0-2-0	500
P1MBRC102	Indian Ethos & Human Values- Cases & Workshop	2	0-2-0	500
<b>Elective Courses</b>				
<b>Elective 1-Marketing</b>				
P1MBTE111	Consumer Behaviour	4	4-1-0	500
P1MBTE112	Digital Marketing	4	4-1-0	500
P1MBTE113	Integrated Marketing Communication	4	4-1-0	500
P1MBTE114	Service Marketing	4	4-1-0	500
P1MBTE115	Retail Management	4	4-1-0	500
<b>Elective 2-Finance</b>				
P1MBTE121	Security Analysis and Portfolio Management	4	4-1-0	500
P1MBTE122	Management of Financial Services	4	4-1-0	500
P1MBTE123	Risk and Insurance Management	4	4-1-0	500
P1MBTE124	International Financial Management	4	4-1-0	500
P1MBTE125	Financial Derivatives	4	4-1-0	500
<b>Elective 3-Human Resource Management</b>				
P1MBTE131	Leadership & Decision Making	4	4-1-0	500
P1MBTE132	Organizational Change and Intervention Strategies	4	4-1-0	500
P1MBTE133	Diversity and Cross-Cultural Management	4	4-1-0	500
P1MBTE134	Human Resource Development and Technology Interface	4	4-1-0	500
P1MBTE135	International Human Resource Management	4	4-1-0	500
<b>Elective 4-Operations, Information and Technology</b>				
P1MBTE141	Global Business Operations	4	4-1-0	500
P1MBTE142	Supply Chain Management	4	4-1-0	500
P1MBTE143	E-Commerce: Strategies & Applications	4	4-1-0	500
P1MBTE144	Customer Relationship Management & Business Intelligence	4	4-1-0	500
P1MBTE145	Business Analytics	4	4-1-0	500
<b>Elective 5-Entrepreneurship and Family Business *</b>				
P1MBTE151	Innovation and Design Thinking for Entrepreneurship	4	4-1-0	500
P1MBTE152	Family Business Management	4	4-1-0	500
P1MBTE153	Social Entrepreneurship	4	4-1-0	500
<b>TOTAL</b>		<b>24</b>		

\* Entrepreneurship and Family Business will be offered as one of the minor specializations only



Semester-II				
Course Code	Paper	Credits	L-T-P	Level
<i>Core Courses</i>				
P1MBTC201	Project Management	4	4-1-0	500
P1MBTC202	Strategic Management	4	4-1-0	500
<i>Project/Research</i>				
P1MBRC203	Project/Research	16		
<b>TOTAL</b>		<b>24</b>		
<b>Total Credits to be earned for MBA=48</b>				

The faculty Mentors will be allotted for Project/Research(P1MBRC203). The evaluation for the same shall be carried out by an external expert.

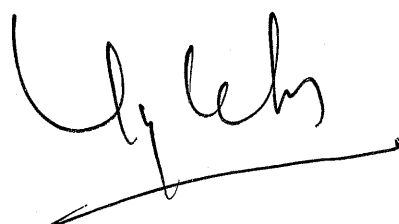
**Research Project** =16 credits  
 Dissertation =08credits (200marks)  
 Viva/presentation = 04credits (100marks)  
 Presentation = 04credits (100marks)

**Tutorials:** Two contact hours will be equivalent to one tutorial session.

**Scheme of Examination: Continuous Evaluation Scheme**

There shall be a uniform pattern of 40:60 for Continuous Internal Assessment (CIA) and Semester End Examination (SEE) for all courses.

	Scheme of Examination	Time Allotted	Total Marks (100)
<b>(A) Continuous Internal Assessment (CIA)</b>			
Mid-term assessment Test	Any Pattern to be followed for covering 50% of the syllabus	1 ½ hours	15
Individual/ Group Assessment (Minimum two or more formats)	Case Study/Project/ Field Work/ Presentation/ Assignment/ Class Participation/ Class Test/ LMS/ Games & Simulation etc.	Whole Semester	25
<b>(B) Semester End Examination (SEE)</b>	The Question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidates will be required to attempt any four questions out of six.	3 hours	60







**THE BUSINESS SCHOOL  
UNIVERSITY OF JAMMU  
MASTER OF BUSINESS ADMINISTRATION (MBA)  
ONE-YEAR  
(NEP-2020)**

(NET -2020)																		
									Marks			Nature of Course						
S.No.	Course No.	Course Title	Credits	Credit Points	Course Type	Theory	Practical	Global	National	Regional	Skill	MOOC	Vocational Course	Research/Project				
Semester I																		
1.	P1MBRC101	Skill Development for Sales	2	13	Skill	50					Skill							
2.		Indian Ethos & Human Values- Cases & Workshop	2	13	Skill	50					Skill							
3.	P1MBRC102																	

*Signature*



10	P1MBTE123	Risk and Insurance Management	4	26	Elective	100					N	R			
11	P1MBTE124	International Financial Management	4	26	Elective	100			G		N				
12	P1MBTE125	Financial Derivatives	4	26	Elective	100					N	R			
13	P1MBTE131	Leadership & Decision Making	4	26	Elective	100			G		N	R			
14	P1MBTE132	Organizational Change and Intervention Strategies	4	26	Elective	100			G		N				
15	P1MBTE133	Diversity and Cross-Cultural Management	4	26	Elective	100			G		N				
16	P1MBTE134	Human Resource Development and Technology Interface	4	26	Elective	100			G		N				
17	P1MBTE135	International Human Resource Management	4	26	Elective	100			G		N				
18	P1MBTE141	Global Business Operations	4	26	Elective	100			G		N				
19	P1MBTE142	Supply Chain Management	4	26	Elective	100			G		N				
20	P1MBTE143	E-Commerce: Strategies & Applications	4	26	Elective	100			G		N				
21	P1MBTE144	Customer Relationship Management & Business Intelligence	4	26	Elective	100			G		N				
22	P1MBTE145	Business Analytics	4	26	Elective	100			G		N				
23	P1MBTE151	Innovation and Design Thinking for Entrepreneurship	4	26	Elective	100					N	R			



24	PIMBTE152	Family Management	Business	4	26	Elective	100				N	R				
25	PIMBTE153	Social Entrepreneurship		4	26	Elective	100				N	R				
<b>Semester II</b>																
26	PIMBTC201	Project Management		4	26	Core	100				N	R				
27	PIMBTC202	Strategic Management		4	26	Core	100			G	N	R				
28	PIMBRC203	Project/Research		16	104	Project	400									Project /Research

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# **SEMESTER I**

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Skill Development for Sales**

**Course No.: P1MBRC101**

**Duration of Examination: 2 hours**

**Maximum Marks: 50 Marks**

**Internal Assessment: 20 Marks**

**Semester Examination: 30 Marks**

**Total Credits: 2**

**OBJECTIVE:** The course provides exposure to the students about types and process of Personal Selling. It enables students acquire and enhance their selling skills.

**COURSE OUTCOME:**

- To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation
- To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager (influence)

**COURSE CONTENT**

**UNIT-I**

Personal Selling: Evolution Approaches and Process. Building Trust and Sales Ethics, Understanding Buyers, Using Communication Skills in Sales.

**UNIT-II**

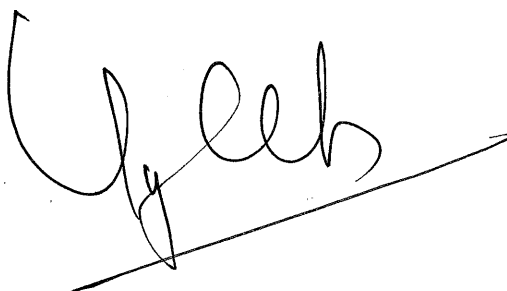
Strategic Prospecting, Sales Dialogue Planning and Presentation, Creating and Communicating Value, Addressing Concern, Earning Commitment, Expanding Customer Relationship, Self Leadership and Teamwork.

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set FIVE Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of THREE Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any TWO questions out of THREE.

**Suggested Readings:**

- Ingram, Lafarge, Avila,-SELL 5th Edition, CENGAGE, Publishers. Schwepker & Williams
- Charles M. Futrell -Fundamentals of Selling, 12th Edition MC Graw Hill, Publishers.





**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Indian Ethos and Human Values: Cases and Workshop**

**Course No.: P1MBRC102**

**Duration of Examination: 2 hours**

**Maximum Marks: 50 Marks**

**Internal Assessment: 20 Marks**

**Semester Examination: 30 Marks**

**Total Credits: 2**

**OBJECTIVE:** This Course seeks to address the role of Indian Ethos in building ethical character and to develop managers with sensitivity towards Indian values. The course also aims to recognize the role of Indian Knowledge Systems for comprehending implications in managerial settings.

**COURSE OUTCOMES:** The successful completion of this course shall enable the student to:

- Acknowledge the rich cultural heritage and Indian Knowledge systems in the practice of Management.
- Comprehend the imperatives in Indian Value system and Ethos.
- Develop understanding of value based practices in management of people and organizations.
- Appreciate the humane and ethical perspectives while dealing with issues and challenges.

**COURSE CONTENT:**

**UNIT-I**

Indian Ethos- Concept & relevance; Indian philosophy & well-being; Indian Knowledge Systems: dimensions & managerial inferences; Work ethics & Ethical Dilemma; Ancient texts- behavioral implications for Management.

**UNIT-II**

Universal Human Values – Value education & character building; Spiritual Management; Techniques in stress management: Meditation & Mindfulness; Vedic Corpus & Ethical lessons from Indian Mythology: Bhagavad Gita, Mahabharata etc.

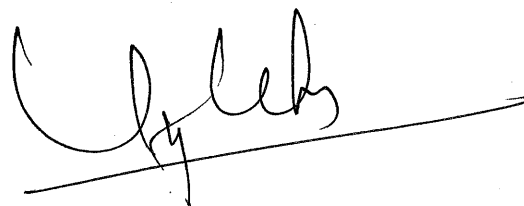
*Note: The pedagogy in this course shall be interactive workshop mode with case analysis primarily. The participants shall be expected to come prepared with prior reading.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set FIVE Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of THREE Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any TWO questions out of THREE.

**SUGGESTED READINGS:**

- Chakraborty, S.K. 1991. *Management by Values: Towards Cultural Congruence*. New Delhi: Oxford University Press.
- Chakraborty, S.K.: “Managerial Effectiveness and Quality of Work life – Indian Insights”, Tata McGraw Hill Publishing Company, New Delhi.
  - Ghosh, Biswanath, “Ethics in Management and Indian Ethos”, Vikas Publishing House.
  - Jardins, Joseph Des, “An Introduction to Business Ethics”, Tata Mc Graw Hill Education Pvt Ltd.
  - Khandelwal, “Indian Ethos and Values for Managers”, Himalaya Publishing House.
  - Mahadevan, B, Bhat, V.R, Nagendra Pavana, R.N “Introduction to Indian Knowledge System- concepts and applications”, PHI Learning Private Ltd.



# **Elective 1-Marketing**

**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Consumer Behaviour**  
**Course No.: P1MB TE111**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**OBJECTIVE:** The objective of this course is to help the students to understand the basic concepts, the psychological principles and external influences that effect consumers in their decision making process. The course is structured in a logical manner that enables students to translate this understanding into effective marketing decisions

**COURSE OUTCOMES**

- Explain the basic concepts of Consumer Behaviour and its linkages to marketing
- Analyse the internal and external factors that effect consumers in making purchase decision.
- Application of the theoretical aspects of Consumer Behaviour in real marketing scenarios.

**COURSE CONTENT**

**UNIT I**

Introduction to Consumer Behaviour: Concept, Marketing and Consumer Behaviour, Digitization and consumer behaviour, Consumer Decision Making Behaviour Models and their applications, Consumer Decision Making, Organizational Buying.

**UNIT II**

Individual Determinant of Consumer Behaviour: Consumer Motivation, Emotions, Personality, Perception, Learning, Consumer Attitude, Consumer values & lifestyle.

**UNIT III**

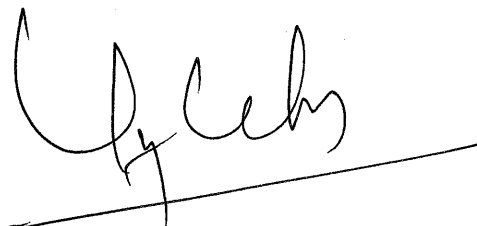
External Influences on Consumer Behaviour: Household & Family Influences, Social Class, Cultural Influences, Opinion Leadership, Group Dynamics and Reference Groups, Diffusion of Innovations.

**UNIT IV**

Consumer Behaviour in Practise: Consumer behaviour in Indian and global context, Consumer Research, Consumer privacy, Marketers ethics, consumerism, Business cases.

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Consumer Behaviour**

**Max. Marks: 100 marks**

**Course No.: P1MB TE111**

**Internal Assessment: 40 marks**

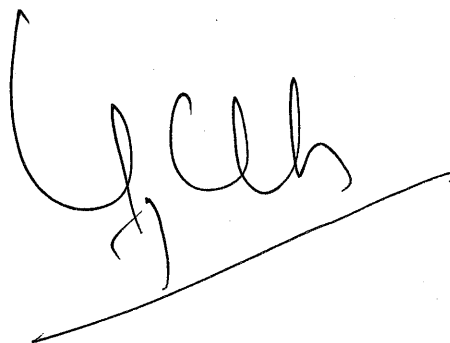
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Reading**

- Leon G. Schiffman and Leslie Lazar Kannuk and S. Ramesh Kumar, Consumer Behaviour, Pearson Prantice Hall, 10th Eds.
- Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008
- David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi.
- Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.
- Hawkind David Mothersbaug & Amit Mookerjee, Consumer Behaviour Building Marketing Strategy, 11 th edition, McGraw Hill International edition.
- S. Ramesh Kumar Consumer Behaviour: The Indian Context (Concepts and Cases), 2/e Pearson Prantice Hall



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Digital Marketing**

**Max. Marks: 100 marks**

**Course No.: P1MB TE112**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** This course is designed to provide participants with a deep understanding of digital marketing fundamentals. It offers a comprehensive overview of key concepts and equips participants with the skills necessary to develop and execute successful digital marketing strategies. By mastering these techniques, participants will learn to efficiently promote and advertise products and services across various digital channels, driving business growth and enhancing brand visibility.

**COURSE OUTCOMES:** Upon successful completion of this course, participants will:

- Understand the fundamentals of digital marketing, including key strategies and tools to enhance online engagement and boost sales.
- Cultivate strategic thinking to leverage digital marketing for optimizing websites or businesses.
- Develop a comprehensive digital marketing plan that will address common marketing challenges.
- Create and distribute impactful content designed to attract, engage, and convert target audiences.
- Analyze and interpret digital marketing data using analytics to inform decisionmaking

**COURSE CONTENT**

**Unit I: Marketing in Digital World**

Introduction to Digital Marketing Concepts: What is Digital Marketing & Its Need, Digital Marketing Terminology (Audience, Backlinks, Bot, CTR, Conversion, CTA, Keyword, Lead, Session, URL, PPC, CPC, Search Engine, Web Crawlers, Web Traffic) Digital vs Traditional Marketing, Digital Media & Marketing Mix 7P's. Digital Environment (Micro & Macro), Digital Customer, Introduction to Digital Marketing Strategies, Digital Marketing Communication.

**Unit II: Content Creation & Management**

Understanding Goals of Content Marketing, Creating the Content Plan, Content Types & Review, Understanding the Customer Intent, Story Telling & Content Drafting, Creating a User Experience & Design, Targeting & Reviewing Content. Managing the Content Online. Important Focus Points of Content Creation.

**Unit III: Digital Marketing in Action (Part 1)**

Organic & Paid Digital Marketing, Types of Digital Marketing & Privacy Concerns: Email Marketing, Influencer/ Affiliate Marketing, Mobile Marketing, Audio Marketing, Video Marketing, Viral Marketing, E-WOM Marketing.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Digital Marketing**

**Max. Marks: 100 marks**

**Course No.: P1MB TE112**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Unit IV: Digital Marketing in Action (Part 2)**

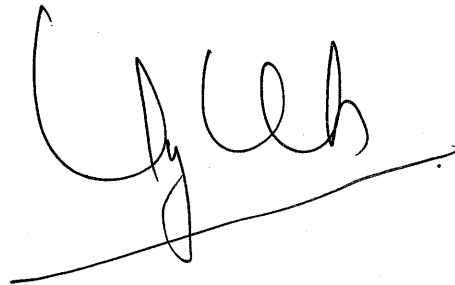
Understanding Search Engines, SERP (Search Engine Results Page), SEM, SEO (Search Engine Optimization), Role of Analytics in Digital Marketing, Reassessing your Digital Marketing Strategy, Achieving Max ROI.

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Dave Chaffey, Fiona Ellis-Chadwick. Digital Marketing (7th ed.) Pearson.
- Alan Charlesworth. Digital Marketing A Practical Approach. (3rd ed.), Routledge
- Ian Dodson. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (2nd ed.), Wiley
- Damian Ryan. Understanding Digital Marketing (4<sup>th</sup> ed.), Kogan Page

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**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Integrated Marketing Communications**

**Max. Marks: 100 marks**

**Course No.: P1MB TE113**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** The course is designed to provide the students with an understanding of the strengths and weakness of the major marketing communication functions by providing a theoretical basis and strategic analysis of how to build and manage the marketing communications that impact customer relationships and brands.

**COURSE OUTCOMES**

- Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
- Construct a marketing communications mix to achieve the communications and behavioural objectives of a campaign.
- Evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.

**COURSE CONTENT**

**Unit I**

History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement.

Advertising Design: Appeals, Message Strategies; Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.

**Unit II**

Advertising Creativity; Advertising Campaigns; Copy Platform; Creative Tactics-Creative Tactics for print Advertising; Creative Tactics for Television.

Copywriting: Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

**Unit III**

Advertising Agencies-Types of Ad Agencies; Agency compensation; Developing and Implementing Media Strategies.

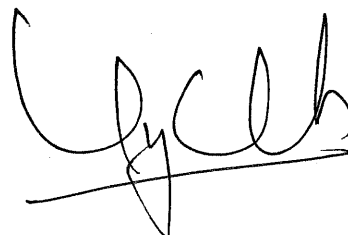
Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.

**Unit IV**

Consumer-Oriented and Trade-oriented Sales Promotion; Public Relations; Publicity and Corporate Advertising; Advantages and Disadvantages of Publicity; Personal Selling; Creating positive image building activities

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Integrated Marketing Communications**

**Max. Marks: 100 marks**

**Course No.: P1MB TE113**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings**

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill.2009
- Advertising and Integrated Brand Promotion, OGuinn, Allen Semnik, Thompson Publishing
- Rajeev Batra, John G Myers,David A Aaker, Advertising Management, PHI, 2001
- Rosssister and Percy, Advertising Communications and Promotion Management, McGraw Hill 1998.

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**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Services Marketing**  
**Course No.: P1MB TE114**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**OBJECTIVE:** The course will help the readers understand the increasing significance of Services worldwide. The objective of this course is to make students develop a strategic and multi-disciplinary approach to Services Businesses in a market scenario.

**COURSE OUTCOME:** After completion of this course, the student will be able to

- Implement the best practices of the Services Marketing
- Apply knowledge of Customer Relationship techniques in the corporate world
- Analyze, interpret and solve problems in service Recovery.
- Perform lifelong learning and professional development to enrich the services marketing strategies.

**COURSE CONTENT**

**Unit I**

Introduction to Services, Marketing Mix in Services, Service Marketing Triangle, Technology-enabled services, Customer Expectations and Perceptions of Services – Zone of Tolerance, Positioning Services in Emerging Markets

**Unit II**

Service Product Development: Core and Supplementary, Service Blueprinting, Distribution of Services, Consumer Behaviour in services, Promotion of Services and Educating the Customers. Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model, Service Guarantee

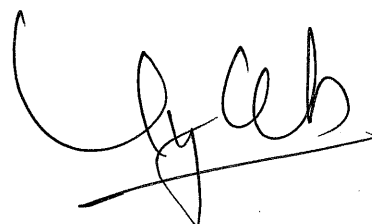
**Unit III**

Service Process: Design and Management, Demand and Capacity Management, Customer Role of Service Delivery and Building Service Environment. Employee Role in Service, Service Recovery and Recovery Strategies

Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape

**Unit IV**

Ethics in Service Firms, Service Quality and Productivity, Data Analytics for Service Quality improvement, Emotional and sensory marketing in services; Technology-enabled customer experiences. Prospects and challenges in services marketing



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Services Marketing**  
**Course No.: P1MB TE114**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

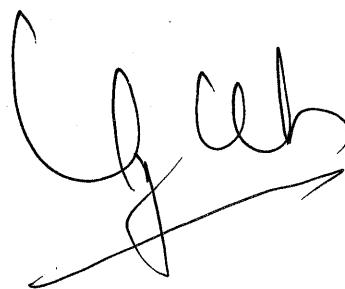
**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- Lovelock, Wirtz & Chatterjee -Services Marketing: People, Technology & Strategy (7th Edition), Pearson Education

Zeithaml, Bitner, Gremler & Pandit - Services Marketing (5th Edition), Mc Graw Hill

A handwritten signature in black ink, appearing to be 'G. Chatterjee', with a long horizontal stroke extending from the bottom of the signature.

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Retail Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE115**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** To make students familiar with the fundamental concepts and how the retail industry works. To study the policies, methods, and procedures used by successful retailers in today's global economy

**COURSE OUTCOME**

- To stimulate student interest in retail career by discussing opportunity and challenges in the retail industry.
- To make the student understand and the world of retailing, strategic decision in the retail sector, relevance of merchandise management and issues related to store management.

**COURSE CONTENT**

**Unit I- Understanding Basics of Retail Business**

Concept of Retailing; Retail Management Decision Process; Opportunities in Global Retailing; Theories of Retail Development;  
Classification of Retail Formats - Store-based, Non-Store Retailing, Non-Traditional Retailing; Understanding Consumer in Retail.

**Unit II- Retail formats and strategies**

Retail Locations - Types; Retail Site Selection and Mall Management; Trading Area Analysis  
Retail Communication Mix; Retail Image; Issues in Store Management; Store Design and Layout; Visual Merchandising; Role of Atmospherics, Interior and Exterior Atmospherics

**Unit III- Retail Strategy Decisions: Merchandising, Pricing**

Merchandise Management; Merchandise Mix; Merchandise Planning Process;  
Buying/Sourcing Merchandise; Concept of Private Labels  
Retail Pricing - Considerations and Approaches in Setting Prices; Price Adjustment and Pricing Strategies.

**Unit IV- Retail scenario in emerging markets (India)**

E-retailing and Omnichannel Retail; Retail Technology and Retail Analytics, Customer Service and Relationship Management in Retail, Building and Sustaining Relationships in Retailing, Text & Case Studies.

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Retail Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE115**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings**

- Retail Management by Michael Levy, Batron A Weitz, Ajay Pandit, McGraw Hill, 8th Edition (2012)
- Retail Management - A Strategic Approach by Barry Berman and Joel R Evans, Prentice Hall India, 12th Edition (2012)
- Retailing by Patrick M. Dunne, Robert F. Lusch, David A, Griffith, Thomson South-Western, 8th Edition (2010)
- Retail Management, Swapna Pradhan, McGraw Hill, 2nd Edition (2007)

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# **Elective 2-Finance**

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Security Analysis and Portfolio Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE121**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** The Primary objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management. The students will acquire the knowledge about Portfolio Management and its relevance in today's world.

**COURSE OUTCOMES:** On successful completion of the course, the students will be able to:

- Understand the fundamentals of investments along with the analysis and strategies to become successful investor
- Get exposure on analysis techniques of capital market
- Learn how investment in securities market is evaluated based on Fundamental and Technical analysis

**COURSE CONTENT**

**Unit –I**

Stock market trading. Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Listing, Price Band, Underwriting. Type of investors, Aim & Approaches of security analysis.

**Unit-II**

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Efficient Market Hypothesis: Forms, implications of efficient markets

**Unit-III**

Markowitz's Portfolio Theory, Investor Life cycle; Investment constraints; Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, SML/CML.

**Unit-IV**

Passive vs. Active Management, Single Index Model, passive management, Portfolio Evaluation: Composite Portfolio Performance, Sharpe, Treynor and Jenson measures; Finding alternatives and revision of portfolio

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Security Analysis and Portfolio  
Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE121**

**Internal Assessment: 40 marks**

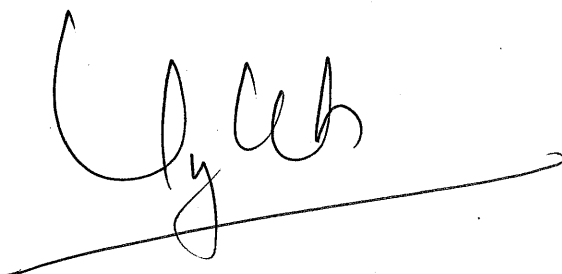
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings:**

- Bodie. Z., Kane A., Marcus. A. and Mohanty. P. Investments, New Delhi: Tata McGraw- Hill
- Reilly. Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH, USA: Thomson South-Western
- Cohen. Z., & Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt. ltd. New York
- Francis. J.C.: Investment Analysis and Management. Tata McGraw hills. New Delhi
- Sharpe W. & Gordon J.A.: Investments, PHI publications, New Delhi

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**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Management of Financial Services**

**Max. Marks: 100 marks**

**Course No.: P1MB TE122**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** To make the student understand the importance and operations of major Financial Services and their relevance in the contemporary financial sector.

**COURSE OUTCOME**

- To develop an insight into the dynamic field of financial services
- To equip the students to understand and manage the ever-evolving role of these services in overall financial system.

**COURSE CONTENT**

**Unit I**

Financial System - its components, financial institutions, financial markets, financial instruments and financial services.

Financial services- introduction, characteristic features and constituents. Financial Services regulatory framework. Innovations in financial service industry.

**Unit II**

Investor protection and investment management services. Credit rating - concept, and mechanism. Role of Credit Rating agencies - CRISIL, ICRA, ONICRA, CARE etc. Mutual Funds management, role of mutual funds in retail investment.

**Unit III**

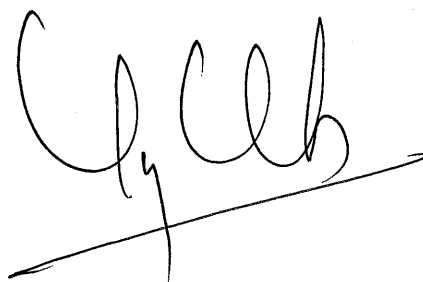
Merchant banking services - Initial Public Offering, issue management, pre and post issue services. Strategic financial decisions and Corporate restructuring services - mergers, acquisitions, amalgamations and takeovers.

**Unit IV**

Contemporary financial services - Debt securitization, factoring and forfaiting, Digital Finance, Green Finance

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.





**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Management of Financial Services**

**Max. Marks: 100 marks**

**Course No.: P1MB TE122**

**Internal Assessment: 40 marks**

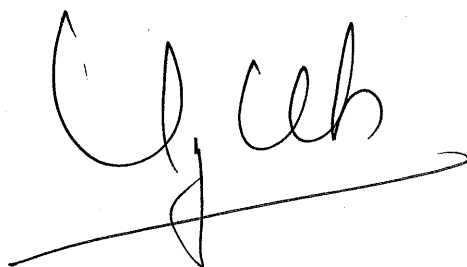
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings**

1. Bhalla, V. K. (n.d.). Management of financial services.
2. Khan, M. Y. (n.d.). Financial services.
3. Batra, G. S., & Dangwal, R. C. (n.d.). Financial services – New innovations.
4. Batra, G. S. (n.d.). Financial services and markets.

A handwritten signature in black ink, appearing to be 'G. S. Batra', with a long horizontal stroke extending from the bottom of the signature.

## Syllabi of MBA-One year as per NEP-2020

### Semester-I

(Examinations to be held in December 2026, 2027 and 2028)

**Course Title: Risk Management and Insurance**

**Max. Marks: 100 marks**

**Course No.: P1MB TE123**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** This course introduces students to the concept of Risk, risk management and Insurance. The course explores different types of risks to which business organizations are exposed to and the various approaches available to mitigate such risks. This course analyses the synergetic relationship between risk management and insurance. Students will utilize a mix of readings, discussions, case studies, team exercises and reflective exercises to achieve a better understanding.

**COURSE OUTCOMES:** On successful completion of the course, the students will be able to:

- Understand and gain conceptual knowledge of Risk.
- Demonstrate an understanding of the current risk management techniques how they
- apply to the modern organizations.
- Able to design and negotiate the various insurance packages and premium for the
- various risks affecting their organization

### COURSE CONTENT

#### Unit I

Risk-Basic categories of risk, Risk Management - Objectives and Steps in Risk Management Process, Financial Analysis in Risk Management Decision, Changing scope of risk management

#### Unit II

Insurance - Basic Characteristics and Types of Insurance, Requirement of Insurable Risk, Principles of Insurance - Indemnity, Insurable Interest, Subrogation and Utmost Good Faith, Basic parts of insurance contract.

#### Unit III

Insurance intermediaries and their functioning, Risks in providing Insurance services, Reinsurance types and Techniques. Basic components and Contractual Provisions of Life Insurance, Types of Life Insurance Policies, Life Insurance Claims-types, procedure, and claim amount.

#### Unit IV

Insurance in India - Major Provisions of Insurance Act, 1938, Insurance sector reforms - Malhotra Committee 1993, Insurance Regulatory and Development Authority Act, 1999 - duties, powers and functions of Authority.

#### Note for Major Test.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Risk Management and Insurance**

**Max. Marks: 100 marks**

**Course No.: P1MB TE123**

**Internal Assessment: 40 marks**

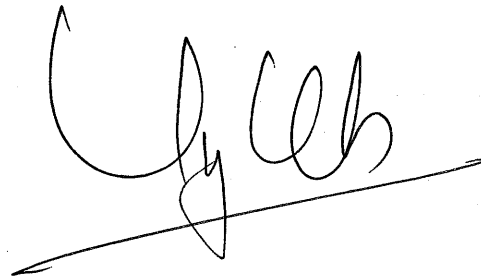
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings**

- Life and Health Insurance- Black,Jr. Kenneth and Horold Skipper, Pearson (Indian Economy Edition)
- Principles of Risk Management and Insurance, Rejda, George Pearson (Indian Economy Edition).
- Risk Management and Insurance- Trieschman, Sommer and Hoyt Cengage Learning
- Insurance and Risk Management- P.K. Gupta, Himalaya Publishing House.
- Insurance Principles and Practice- M.N. Mishra and S.B. Mishra. S. Chand & Co Ltd.

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**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: International Financial Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE124**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** The objective of this course is to provide students with a comprehensive understanding of the international financial system while fostering awareness of the operations and functions of multinational corporations.

**COURSE OUTCOMES:**

- Understand the structure of the global financial system.
- Analyse operations of multinational corporations.
- Learn principles of foreign investment and trade.
- Manage economic and foreign exchange risks.
- Apply international trade theories to real-world scenarios.

**COURSE CONTENT**

**Unit I**

Introduction to Globalization, Risks and opportunities of going global, Global market and Multinational Corporation. International Financial System, International monetary Institutions and organisations.

Theories of International Trade - Mercantilists View, Absolute advantage theory, Comparative advantage theory, H-O-S model and Strategic trade theories.

Balance of Payments framework and Balance of Indebtedness Statement

**Unit II**

Foreign Institutional Investors- Framework and Concept of International Portfolio Investment.

Foreign Direct Investment - types of Foreign Direct Investment, Patterns and Strategies of Foreign Direct Investment. Theories of International Investment.

**Unit III**

Management of Economic and Political risk. Foreign exchange exposure - Nature and measurement of foreign exposure. Management of exposure. Exchange rate forecasting techniques.

**Unit IV**

International Working Capital Management, Working Capital Policy, Financing of foreign trade, methods and instruments of Trade financing.

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: International Financial Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE124**

**Internal Assessment: 40 marks**

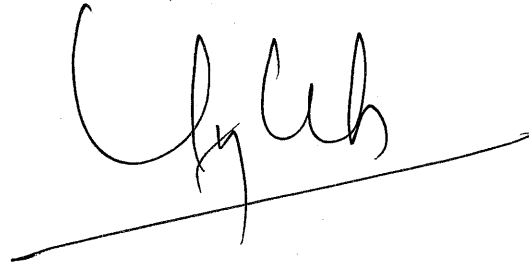
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings:**

- Sharan, Vyuptakesh International Financial Management 6th Edition, Prentice Hall India.
- Joshi, Rakesh Mohan, International Business (1st ed), Oxford University Press.
- Chary, S.N., Elements of International Business 1st Edition, Wiley India Editon
- Bhalla, V.K. International Financial Management, Anmol Publications.
- Buckley, Adrian, Multinational Finance 2nd Edition, Newyork, PHI



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Financial Derivative**  
**Course No.: P1MB TE125**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**OBJECTIVE:** This course introduces students to the concept of Derivatives in general and financial derivatives in particular. The course explores the different types of financial derivatives. Pricing and trading strategies for the different types of derivatives and further this course analyses the hedging strategies using financial derivatives. Students will utilize a mix of readings, discussions, case studies, team exercises and reflective exercises to achieve a better understanding.

**COURSE OUTCOMES:** On successful completion of the course, the students will be able to:

- Understand and gain conceptual knowledge of Derivatives in general and financial derivatives in particular.
- Demonstrate an understanding of the futures and options
- Able to hedge different types of financial risks using financial derivatives

**COURSE CONTENT**

**UNIT I**

Financial Derivatives- Basic financial derivatives, Forwards contract- Classification, Pricing and Pay off from forward- Traders and Functions of Futures Market. Future Prices of Specific Assets

**UNIT II**

Specifications of the Futures Contract-Concept of margin and Settlement. Hedging- Basic Long and Short Hedges, Cross Hedging, Hedge Ratio. Basis Risk-Basis Risk and Hedging, Basis versus Price Risk.

**UNIT III**

Options- Basic Concept, and Types of options. Underlying assets in Exchange Traded Options. Valuation for various option Positions. Option Greeks- Delta, Gamma, Theta, Vega, Rho and Phi.

**UNIT IV**

Option Pricing Models-The Black- Scholes Option Pricing Model and Binomial Option Pricing Model. Options Trading Strategies-Option Spreads, Straddle and Strangles.



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Financial Derivative**  
**Course No.: P1MB TE125**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- Financial Derivatives Theory- S.L.Gupta  
concepts and Problems- Prentice-Hall of India Private Limited, New Delhi
- Options, Futures and other Derivatives John C. Hull Prentice- Hall of India Private Limited, New Delhi
- Derivatives, David A, Dubofsky & Thomas W. Miller, Jr.
- Risk Management Basics Oxford University Press
- Risk Management Basics Cenage Learning India Private Limited, New Delhi
- Fundamentals of Financial Derivatives, Prafulla Kumar Swain, Himalaya Publishing House, New Delhi



# **Elective 3-Human Resource Management**



## Syllabi of MBA-One year as per NEP-2020

### Semester-I

(Examinations to be held in December 2026, 2027 and 2028)

**Course Title: Leadership and Decision-Making**

**Max. Marks: 100 marks**

**Course No.: P1MB TE131**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** This course introduces students to the concept and models of leadership and decision making in organizations. The course explores the psychological, behavioral, structural and cultural aspects of leadership. This course analyses the synergetic relationship between leadership and decision making, combining recent research, theory and practice to impart leadership and decision- making skills. The course will offer a mix of readings and interactive discussions for achieving the learning outcomes.

**COURSE OUTCOMES:** On successful completion of the course, the students will be able to:

- Understand and gain conceptual knowledge of leadership.
- Demonstrate an understanding of the current leadership theories and their application in modern organizations.
- Apply diverse skills and approaches associated with leadership in a variety of organisational, social and cultural situations and contexts.
- Understand scientific decision-making processes and methodologies for arriving at considerate decisions.

## COURSE CONTENT

### UNIT I

Concept of leadership; Evolution of leadership thought: theories and approaches, Roles and characteristics of a leader; Attitude, Behaviour, Personality traits and leadership; Leadership and ethics; Transactional and transformative leadership; Leadership effectiveness, Leadership styles.

### UNIT II

Qualities of inspirational leaders; Building Self-confidence; Self-disclosure, seeking feedback, self-reflection, introspection and self-management; SWOT analysis, Gender and leadership; Success stories of great leaders.

### UNIT III

Decision-making: Concept, models, process and approaches; Techniques and frameworks for decision-making, Role of IT in decision-making; ethics and decision making, Innovation and creativity in decision-making; Role of cognitive neuroscience in effective decision making.

### UNIT IV

Leadership and decision-making, Data driven approaches in decision making, Leadership strategies in Multinational Corporations (MNC's), Leadership lessons from Indian Knowledge Systems, Charismatic leadership and Crisis Management in VUCA world.

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Leadership and Decision-Making**

**Max. Marks: 100 marks**

**Course No.: P1MB TE131**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

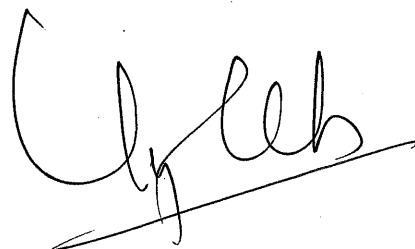
***Note:** Discussion of cases shall be an important constituent of teaching pedagogy to promote analytical ability and critical thinking.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**Suggested Readings:**

- Caroline Wang, Managerial Decision Making and Leadership: The Essential Pocket Strategy Book, John Wiley & Sons (Asia) Pte. Ltd, 2012.
- Ginni Rometty (2023). Good Power: Leading Positive Change in Our Lives, Work, and World. Harvard Business Review Press. USA.
- Kim, Nancy. (2018) Judgment and Decision Making: In the lab and in the world. Palgrave. 1st ed.
- Kouzes, James and Posner, Barry (2023) The Leadership Challenge. Jossey-Bass. USA. 7<sup>th</sup> Edition.
- Paolo Boccardelli, Federica Brunetta, Leadership and Strategic Management Decision-Making in Times of Change, 1<sup>st</sup> edition 2024, Routledge.
- Peter G. Northouse, Leadership Theory and Practice, 7<sup>th</sup> Edition 2015, Sage publications.
- Plous, S. (1993). The Psychology of Judgment and Decision Making. New York: McGraw-Hill.
- Simy Joy, Payal Anand, Priya Nair Rajeev, Indian Cases in Organizational Behaviour: Insights for Leading Individuals and Teams, 2024, Pearson Education.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, 2018, Pearson Education.
- Victor H. Vroom and Phillip W. Yetton, Leadership and Decision-making, 2010, University of Pittsburgh Press.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Organizational Change and Intervention Strategies**

**Max. Marks: 100 marks**

**Course No.: P1MB TE132**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVE:** This course provides in-depth understanding of perspectives in organizational change, development, and transformation in today's dynamic business environment. It explores foundational change management principles, strategic OD methodologies, and the complexities of achieving transformational change. The course is based on the foundation of theory with incorporation of a strong practical emphasis.

**COURSE OUTCOMES:** On successful completion of the course, the students will be able to:

- Comprehend the fundamental concepts and processes of organizational change and development.
- Understand the issues related to the processes of introducing organizational change and development.
- Act as organizational change facilitators using the knowledge and techniques of behavioral science.
- Evaluate the effectiveness of transformational change strategies, particularly in digital and complex organizational challenges of sustainability.
- Examine the relationships between strategic frameworks, cultural shifts, and structural changes in organizational transformation.
- Equip themselves with necessary skills, competencies and abilities for acting as change agents in their managerial capacities.

**COURSE CONTENT**

**UNIT I**

Understanding Change; Nature, Forces, Types and Importance; Change Management Challenges; Organizing for Change Levers; Key Roles of Organizational Change; Building a Culture of Change; Steps in Change Management; Manager as a Change Agent.

**UNIT II**

Models of Organizational Change; Perspectives on Change; Managing Resistance to Change; Transformational change and turnaround strategies; Challenges and trends in organizational transformation: Digital, Sustainability and Inclusion; Value-based Change; Nurturing Organizational Change; Culture and Change.

**UNIT III**

Organization Development: Concept and Nature, Underlying assumptions and Values in Organization Development, Foundations of Organization Development, Issues in Consultant Client relationship; Management Development vs Organization Development, Success of an Organization Development Programme, Fundamental strength of OD; Future of OD.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Organizational Change and Intervention Strategies**

**Max. Marks: 100 marks**

**Course No.: P1MB TE132**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**UNIT IV**

OD Interventions: Team Interventions: Process Consultation, Gestalt approach, Group Team building meeting, Role Analysis Technique, Role Negotiating Technique, Force-Field analysis, Responsibility Charting, Comprehensive Interventions: Confrontation Meeting, Grid OD, Survey Feedback; Structural Interventions.

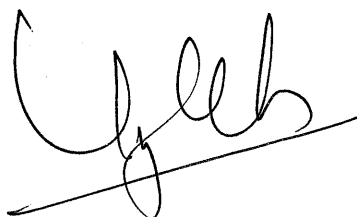
***Note:** Discussion of cases shall be an important constituent of teaching pedagogy to promote analytical ability and critical thinking.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**Suggested Readings:**

- Amir Levy, Organizational Transformation: Approaches, Strategies, and Theories, Praeger, 1986.
- Benoit Aubert, Michel Patry, Heather Smith, Information Technology and Organizational Transformation, Routledge, 2004.
- Carnall, C., (1995) Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International.
- Carr, Hard and Trahand, (1996), Managing and Change Process, Mc Graw Hill.
- Chandra, Ashok and Shilpa Kabra, (2000) 'Human Resource Strategy, - Architecture for change', Response Books.
- Digital Transformation for Sustainability, Springer, 2023.
- Dijer, William G., (1984) Strategies for Managing Change, Addison - Wesley Publishing Co. Inc.
- French, W.E. and Bell, C.H. (1999), Organisation Development, New Delhi: Prentice Hall of India.
- Harigopal, K. (2001) Managing of Organisational Change - Leveraging Transformation, Response Books.
- George Westerman, Didier Bonnet, Andrew McAfee, Leading Digital: Turning Technology into Business Transformation, Harvard Business Publishing, 2014.
- Liz Clark, (1997), The Essence of Change, Prentice Hall Serves.
- Nilakant, V and Ramnarayan. S. (1998), Managing Organisational Change; New Delhi: Response Books.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Organizational Change and Intervention Strategies**

**Max. Marks: 100 marks**

**Course No.: P1MB TE132**

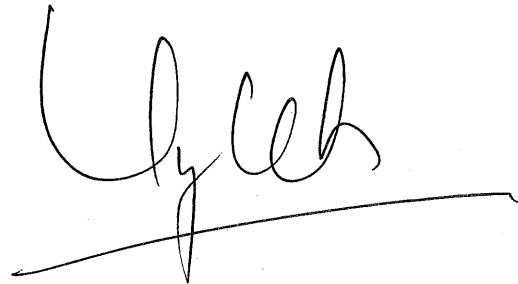
**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

- Robert A. Paton, James Mc Calman, (2000), Change Management, New Delhi: Sage.
- Rohmetra Neelu, Singh B.P and Sharma Vishal, (2014) Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.
- Rohmetra Neelu, (1998). Human Resource Development in Commercial Banks in India, Ashgate Publishing Co., UK.
- Rohmetra Neelu, Singh B.P and Sharma Vishal (2014), Sustainable Business Practices, EXCEL Books, New Delhi.
- Rohmetra Neelu, Dhotra J.R, (2006). Strategic Thought in the New Age Management, Excel Books.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Diversity and Cross- Cultural Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE133**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVES**

- To expose the students to the international dimension of people's behavior in organizations.
- To develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

**COURSE OUTCOMES**

After successful completion of this course, the student will be able to:

- Address and acknowledge cultural diversity and how its benefits can be tapped for effective organizational functioning.
- Understand and explain cultural differences using established cross-cultural models.
- Analyze how culture affects managerial behavior and business practices.
- Develop effective communication strategies in multicultural settings.
- Compare leadership approaches across cultural contexts.
- Understand the strategic role of expatriates in MNCs.

**COURSE CONTENT**

**UNIT I**

Diversity Management: Concept and relevance; Equal opportunities vs. diversity management; Managing work-force diversity as a competitive advantage; The impact of diversity on groups/teams; Towards a globally inclusive workforce: The Inclusive Workforce Model. Women in International Management and Dual career couples; Expatriate Management: Challenges; Cross-cultural Entry, Home Country Re-entry.

**UNIT II**

Cross- Cultural Management: Meaning and Concept; Fundamentals of Cross-Cultural Interaction; Global Strategy and Culture; Developing a multicultural organization; Work Behaviour and Management Values across Cultures: National Culture Vs Organizational Culture; Cultural Intelligence (CQ); Cross-Cultural Partnerships; Cross-Cultural Training.

**UNIT III**

Frameworks in Cross-Cultural Management: Hofstede's cultural dimensions, Kluckhohn and Strodtbeck framework, Trompenaars' dimensions, Schwartz Value Survey, the GLOBE Study; Managing people in International Context: India, China. Negotiating Internationally: Cross-cultural perspectives, Negotiation process, Qualities of a good negotiator.

**UNIT IV**

Cross- Cultural Communication: Communication misperception; Communication misevaluation, communication misinterpretation; Communication break down across cultures; European, Japanese and US, Leadership approaches in developing countries; Factors contributing to effective leadership across cultures. Cross-Cultural Motivation: Are motivation theories universally applicable across cultures? Motivational differences across cultures.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Diversity and Cross- Cultural**

**Max. Marks: 100 marks**

**Management**

**Course No.: P1MB TE133**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

*Note: Discussion and Case studies will be important constituent of teaching pedagogy to promote analytical ability and critical thinking.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**Suggested Readings:**

- Adler, N.J. (2007). 'International Organizational Behavior, Cengage Learning, New Delhi.
- Ansari, K.H. and Jackson, J "Managing Cultural Diversity at Work", Klogan, New Delhi.
- Dowling, Peter J. Marion Festing and Allen D Eng (2012), 'International Human Resource Management', Cengage.
- Edwards Tony and Chris Rees (2014), 'International Human Resource Management', Pearson.
- Hodgets Richard M and Fred Luthans (1994), ' International Management', MC Graw Hill.
- Hofstede, Geert, (1999), 'Culture's Consequences, Strategies' Sage.
- Kluchkhohn and Strodbeck, (1961), 'Variants in value orientation', New York: Row Peterson.
- Maran, Robert T and William G. Stripp (2004), 'International Business Negotiations', Jaico Publishing.
- Mead, R (1994), 'International Management: Cross Culture Dimensions', Oxford Blackwell.
- Michalle E. & Barak, M. (2014). Managing Diversity: Towards a Globally Inclusive
- MInkov Michael and Geert Hofstede (2013), 'Cross-Cultural Analysis', Sage Publishers.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Human Resource Development and  
Technology Interface**

**Max. Marks: 100 marks**

**Course No.: P1MB TE134**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVES:** The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for Human Resource Development in the Organizational Context.

**COURSE OUTCOMES:** The successful completion of this course shall enable the student to:

- Build an understanding and perspective of Human Resource Development as discipline appreciating learning.
- Learn the skills and competencies for the implementation of HRD program in the organization.
- Appreciate the role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.
- Understand contemporary realities of HRD and its interface with technology.

**COURSE CONTENT**

**UNIT I**

Human Resource Systems(HRS): Concept, Development as the underlying concept of HRS; Development dimensions and linkages in HRS; Functions of HRS; Personnel functions vs. HRS analysis; Designing Human Resource Systems; Context, Issues and Principles. Human Resource Development (HRD): Concept, Need, Goals and Challenges; HRD Model; HRD Subsystems: Career Systems, Work Planning Systems, Development Systems, Self -Renewal Systems and Cultural Subsystem. HRD Processes, Outcomes and Organizational effectiveness.

**UNIT II**

HRD Evaluation Approaches: The Balance Score card, The Strategic HR Framework, The Integrative Framework, and Human Capital Appraisal. Human Capital Audit and using HRD Score Card; HRD Score card: Concept and Dimensions; Factors Governing HRD Score Card: HRD Systems Maturity, HRD Competencies, HRD Culture and Business Linkages of HRD.

**UNIT III**

Developing the Person in the Role: Performance Appraisal Techniques, Assumptions underlying open Appraisal Systems, Performance Appraisal Components, Performance Review and Counselling; Potential Appraisal: Steps & Considerations, Training as a tool of HRD: Aims and Contexts; Transformative role of Training: Training Strategy: Strategic Issues and Modalities; Action Research by Trainers; Training Evaluations, Linkages with other Subsystems of HRD.





**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Human Resource Development and  
Technology Interface**

**Max. Marks: 100 marks**

**Course No.: P1MB TE134**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**UNIT IV**

HRD & Technology Interface: HRIS (Human Resource Information System), E-learning and Online Training Platforms, Role of Social media and Digital Platforms in HRD. HR Analytics: Importance, Scope and Linkages to Business Outcomes, Technological Challenges and Role of HR Professionals.

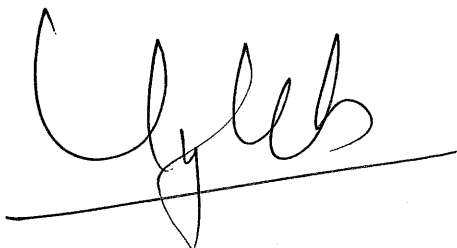
*Note: Discussion and case studies will be important constituent of teaching pedagogy to promote analytical ability and critical thinking.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**Suggested Reading:**

- Bhattacharya, Dipak, K, HR Analytics, Sage Publishers, 2017
- Lynton R.P, Udai Pareek (2011) 'Training for Development' Sage publication India pvt. Ltd, (Third Edition)
- Rao T.V (2012) 'HRD AUDIT', Sage publication
- Rao T.V (2012) 'Human Resource Development: experiences, interventions, Strategies' Sage publications.
- Rohmetra Neelu (1998) 'Human Resource Development in commercial Banks in India' Ashgate Publishing Co.,UK.
- Rohmetra Neelu (2005) 'Human Resource Development' Anmol Publication House pvt.Ltd, (First Edition)
- Rohmetra Neelu and Dinesh Sharma, (2011). Management Perspectives in the New Age: Strategy, Markets and people, Excel Books, New Delhi.
- Rohmetra Neelu, (2002) 'Transformative Organisations across Globe ' Response Books, Sage India.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Human Resource Development and  
Technology Interface**

**Max. Marks: 100 marks**

**Course No.: P1MB TE134**

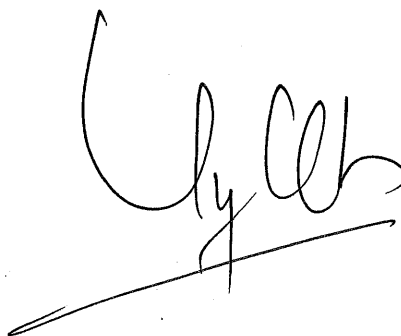
**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

- Rohmetra Neelu, B.P Singh and Vishal Sharma, (2014) " Business Dynamics: Contemporary Issues and Challenges", Excel Books, New Delhi.
- Rohmetra Neelu, B.P Singh, Vishal Sharma (2014) 'Sustainable Business Practices' EXCEL Books.
- Sundaram k. Anant, J. Stewart Black, (2013) The International Business Environment, PHI learning.
- Uppal, Nishant, Human Resource Analytics, Pearson, 2021.
- Werner Jon. M, Randy L. Desimone, (2011) 'Human Resource Development 'Cengage Learning, (sixth Edition)

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**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: International Human Resource Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE135**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVES**

- To sensitize students about the concepts, theoretical frameworks and issues in IHRM.
- To make students understand and appreciate contemporary IHRM practices across nations.
- To outline the differences between domestic and international human resource management.
- To assess the role of international industrial relations in people mobility across borders
- To explicitly present people management systems across regions and countries.

**COURSE OUTCOMES:** Upon successful completion of this course, the learner is expected to:

1. Diagnose cross country IHRM differences and implications for International Business Management.
2. Undertake comparative HRM projects and assignments highlighting the case of India vis-à-vis global economies.
3. Identify the factors that moderate career development in international corporate assignments
4. Understand the characteristics of international labour markets and resultant mobility challenges for pursuing global careers.

**COURSE CONTENT**

**UNIT I**

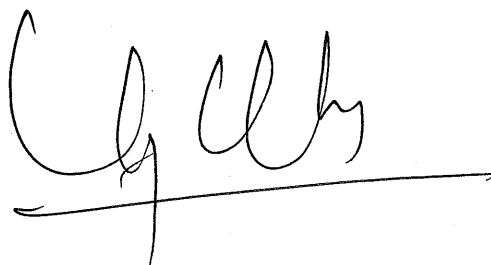
International HRM: Concepts, Approaches & Theoretical frameworks; Differences between domestic and International Human Resource Management; Development of IHRM Function-Issues & Complexities, IHRM as a driver of competitive advantage; Strategic issues in IHRM; Managing people in International context- India, China, Japan, EU, USA, UK. IHRM and Culture.

**UNIT II**

HR contribution towards global strategic alliances; Global staffing: International Recruitment and Selection; Developing international staff and multinational teams; Managing global diverse workforce, Developing Global Leaders: Competencies & Challenges. Managing international mobility: Expatriate Management: Challenges; Cross-cultural Entry & Home Country Re-entry.

**UNIT III**

Training and Development practices in MNCs; Areas of international training and development; Developmental aspect of international assignments, in relation to international career paths. International Performance Management: Concepts, Purpose & Process; Performance management in Multinational corporations -Issues and guidelines.



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: International Human Resource Management**

**Max. Marks: 100 marks**

**Course No.: P1MB TE135**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**UNIT IV**

International Compensation: Objectives; Approaches & international practices; Pay for performance for global employees; Employee benefits & Incentives around the world; Negotiating Internationally: Negotiation challenge and process; Qualities of a good negotiator.

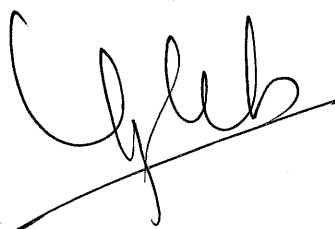
*Note: Discussion and case studies will be important constituent of teaching pedagogy to promote analytical ability and critical thinking.*

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

**SUGGESTED READINGS**

- Briscoe, D., Tarique, I., & Schuler, R. (2012). International Human Resource Management: Policies and Practices for Multinational Enterprises. Routledge.
- Chris Brewster, Paul Sparrow and Guy Vernon (2008): International Human Resource Management, Universities Press (India) Pvt. Ltd.
- Randall S. Schuler and Susan Jackson (2003): Managing Human Resources in Cross-Border Alliance, Routledge Taylor and Francis Publications.
- Rao, P.L. (2008). International Human Resource Management-Text and Cases, Excel Books.
- Rohmetra Neelu (2005). Cultural Paradigm in Managing People and Organizations: Ethics, Change and Development, Excel Books.
- Rohmetra Neelu and Sharma Dinesh (2011). Managing Perspectives in New Age: Strategy, Markets and People, Excel books.
- Rohmetra, Neelu and Gupta Anil, Cross-Cultural Management: Practice and Research, Primus Books, New Delhi, 2014.



# **Elective 4-Operations, Information and Technology**

**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Global Business Operations**

**Course No.: P1MB TE141**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60 marks**

**OBJECTIVE:** This course equips students with a strategic and operational understanding of international business activities in a globalized world. It focuses on the essential decisions, logistical considerations, and cross-cultural dynamics that impact international trade and investment. Students will develop hands-on knowledge to analyze foreign markets, engage with international partners, and execute effective global business strategies grounded in practical, real-world applications.

**COURSE OUTCOME**

- Demonstrate an understanding of the strategic importance of entering global markets, and evaluate a company's readiness for international operations using structured assessment tools.
- Identify, assess, and select foreign markets for international expansion using appropriate trade data sources and market research methodologies.
- Develop entry strategies for global markets, including direct and indirect exporting, and select suitable partners, pricing strategies, and communication approaches while navigating cross-cultural challenges and legal frameworks.
- Understand and apply key global trade practices such as INCOTERMS, export documentation, trade finance instruments, and risk mitigation techniques involved in managing international operations.
- Plan and implement international marketing, distribution, and communication strategies, while leveraging technology and the internet to build customer relationships and promote sustainable growth in global markets.
- Analyze the evolving global business environment and make informed decisions related to foreign direct investment, global branding, and change management to sustain success beyond initial export operations.

**COURSE CONTENT**

**Unit I: Getting Ready to Go Global**

Why go global: benefits, risks, motivations ,Evaluating organizational readiness and internal capacity for international expansion, Understanding export readiness through assessment tools, Harmonized Codes and product classification, Determining market attractiveness and global competitiveness of products ,Methods of selecting international markets, Gathering and interpreting international market research data (primary and secondary sources), Using government and trade-related databases (e.g., export.gov, UN Comtrade, trade associations)



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Global Business Operations**

**Max. Marks: 100 marks**

**Course No.: P1MB TE141**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**UNIT II: Planning the Entry Strategy**

Indirect vs. direct exporting: pros, cons, and strategic implications, Choosing the right entry mode (agents, distributors, licensing, JV), Finding international partners and building export networks, Cross-cultural communication and negotiation: barriers and enablers, Determining international pricing strategies and adapting to local conditions, Legal considerations in exporting: contracts, liabilities, and compliance, Understanding intellectual property (IP), taxation, and accounting in global trade, Navigating foreign regulations and certifications

**UNIT III: Export Operations and Risk Management**

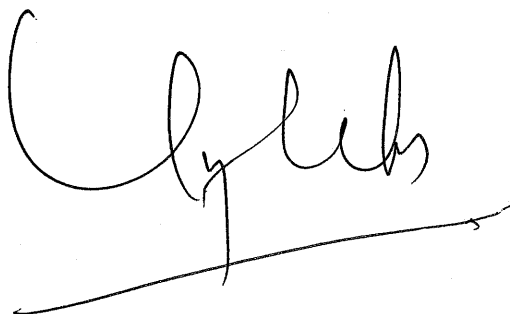
INCOTERMS and their practical application in contracts, Export documentation: invoices, packing lists, certificates of origin, bills of lading, Managing financial risk in global trade, Payment methods: advance payment, open account, documentary collections, and letters of credit, Trade financing options: EXIM Bank, ECGC, forfaiting, factoring, Managing foreign exchange risks, Setting export growth targets and measuring performance, Building and managing distribution channels: third-party logistics (3PL), freight forwarders

**UNIT IV: Building Sustainable Global Presence**

International marketing communications: advertising, public relations, and trade shows, Leveraging trade missions and buyer-seller meets, Customer relationship management in global contexts, Sustaining international success through adaptability and customer orientation, Change management in global operations, The role of technology and e-commerce in global trade, Using the internet for global marketing and lead generation, Beyond exporting: evaluating and entering into foreign direct investment (FDI), Transition from occasional exporter to global entrepreneur

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Global Business Operations**

**Max. Marks: 100 marks**

**Course No.: P1MB TE141**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**Suggested Readings:**

- James F. Foley – *The Global Entrepreneur: Taking Your Business International*, 2nd Edition, Dearborn Trade Publishing
- Czinkota, Michael R., et al. – *International Business*, Cengage Learning
- Daniels, Radebaugh & Sullivan – *International Business: Environments and Operations*, Pearson Education
- Cateora, Philip R., and Graham, John L. – *International Marketing*, McGraw-Hill Education
- Doole, Isobel & Lowe, Robin – *International Marketing Strategy*, Cengage Learning
- Strategic frameworks for managing international market entry and partner relationships.
- Hill, Charles W.L. – *International Business: Competing in the Global Marketplace*, McGraw-Hill
- Keegan, Warren J. & Green, Mark C. – *Global Marketing*, Pearson Education

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**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Supply Chain Management**

**Course No.: P1MB TE142**

**Duration of Examination: 3hrs**

**Total Credits: 04**

**Max. Marks: 100 marks**

**Internal Assessment: 40 marks**

**External Assessment: 60 marks**

**OBJECTIVE:** To make students aware about the concept and Strategic importance of Supply chain Management in building mutually beneficial collaborations for horizontal integration of businesses for effective and efficient demand management

**COURSE OUTCOMES:**

- Improved Decision Making Capabilities regarding various aspects of SCM by enabling making of informed choices
- Enhanced analytical and problem-solving capabilities due to class room discussions and Case Studies

**COURSE CONTENT**

**Unit I**

Introduction to the Supply Chain, Supply Chain Management and Strategic fit, Supply Chain Drivers, Indian Infrastructure and Supply chain effectiveness, Customer value, customer services and channel strategies

**Unit II**

Value of Information and Order Management: Components and Elements of Order Management; Demand Forecasting and Management: Impact of forecast on SCM, Effective Forecasting Process and Techniques; Inventory Management, ABC Analysis, VED Matrix, MRP and DRP, Just in Time system; Warehousing and Materials handling Management: Warehousing Strategy and Principles

**Unit III**

Transportation: Modes of Transport, Multi Modal Transportation System, Selection of Transportation Mode, Fleet Management ; Procurement Management: Value Chain, Strategic Procurement Models, Strategic Sourcing and Vendor Management: Strategic Issues in Sourcing, Vendor Selection, Rating and Development; Outsourcing strategy for Logistics Services

**Unit IV**

Supply Chain Integration and Information Technology: Web Based Supply Chains; Supply Chain Relationships: Relationship Continuum, Partnership relationships; Performance Management: Dimensions and Tools of Performance Management, SCOR Model; Contemporary Issues in Supply Chain Management: Green Supply Chain Management, Reverse Logistics, Sustainability issues



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Supply Chain Management**  
**Course No.: P1MB TE142**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

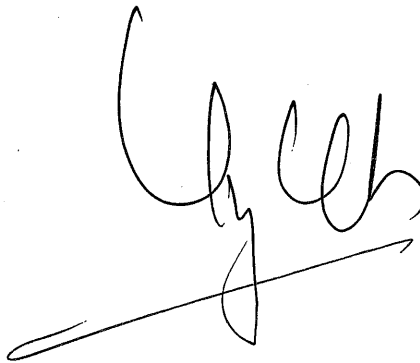
**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60 marks**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Aggarwal, D.K. , Supply Chain Management: Strategy, Cases and Best Practices
- Chopra S., Kalra D. V. , Supply Chain Management: Strategy, Planning and Operation
- Chopra S., Meindl P., Supply Chain Management
- Krajewski L. J;Ritzman L; Malhotra M; Srivastva S.; Operations Management: Processes and Supply Chains

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**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: E-Commerce Strategies and Applications**

**Max. Marks: 100 marks**

**Course No.: P1MB TE143**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVE:** At the time of completion the students will be able to recognize the impact of information and communication technologies, especially of internet in business operations. Gain a comprehensive understanding of the e-commerce landscape, business models and the technologies related to businesses. Promote entrepreneurship and managerial skills in students so as to enable them to establish and manage their businesses effectively in competing markets

**COURSE OUTCOMES**

- To learn to make informed choices about decisions related to digitization of Businesses
- To contribute for choosing digital model for a business venture or for expansion of existing one

**COURSE CONTENT**

**Unit I**

Evolution of E-Commerce, Business Models, Revenue Models, Economic Forces, International issues in E-Commerce, Technology Infrastructure- Internet and World Wide Web

**Unit II**

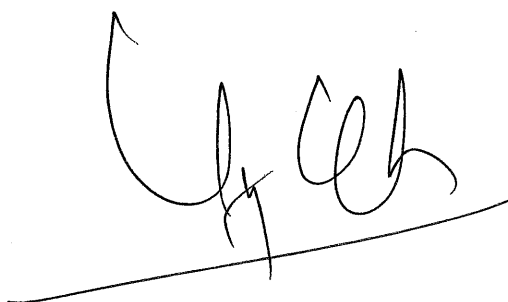
Business Strategies for E-Commerce: Selling on Web, B2B E-Commerce, Improving Cost and Efficiency, Social Networking, Mobile Commerce, online auctions, E-Commerce Environment- Legal, ethical and tax issues

**Unit III**

Technologies for E-Commerce: Web Server Hardware and Software, E-Commerce Software, E-Commerce Security and Payment Systems

**Unit IV**

Benefits and Costs of Online Business, Strategies for Developing Effective E-Commerce Websites, Managing E-Commerce Implementation

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**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: E-Commerce Strategies and Applications**

**Max. Marks: 100 marks**

**Course No.: P1MB TE143**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Jaiswal S., E-Commerce
- Murthy C.S.V., E-Commerce - Concepts, Models and Strategies
- Elias Awad ., Electronic Commerce- From vision to Fulfillment
- Christopher Westland and Theodore H K Clark., Global Electronic Commerce- Theory and case studies
- Gary Schneider., Electronic Commerce

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**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Customer Relationship Management & Business Intelligence**

**Max. Marks: 100 marks**

**Course No.: P1MB TE144**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

**OBJECTIVE:** The objective of this course is to provide students with a comprehensive understanding of the strategic, analytical, and technological dimensions of Customer Relationship Management (CRM). It aims to explore the value of customer-centric thinking, the challenges in designing and implementing effective CRM strategies, and the use of business intelligence tools in enhancing customer knowledge and loyalty. The course also emphasizes managing customers as vital organizational assets and leveraging data-driven insights for long-term relationship building.

**COURSE OUTCOMES**

- Explain the conceptual foundation, historical development, and strategic significance of CRM in creating and maintaining long-term customer relationships.
- Analyze customer data to develop insights that drive personalized customer propositions, effective communication strategies, and loyalty-building programs.
- Design and manage customer databases by applying profiling, segmentation, and data mining techniques to support informed decision-making.
- Evaluate and utilize CRM technologies such as call center systems, campaign management tools, data warehouses, and content management platforms for customer engagement.
- Assess the integration of business intelligence with CRM to enhance customer experience, improve retention, and support data-driven strategic initiatives.

**COURSE CONTENT**

**Unit I: CRM as a Strategic Business Approach**

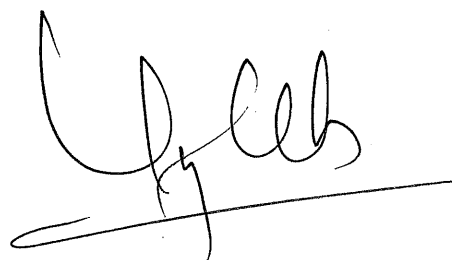
Conceptual Foundations of CRM: Evolution, Purpose, and Scope, CRM as a Core Business Strategy and Competitive Advantage, Key Components and Processes of CRM Systems, Understanding the Customer-Supplier Relationship: Historical Perspective and Changing Dynamics, Designing and Implementing Successful CRM Strategies: Organizational Context and Strategic Outcomes

**Unit II: Customer Knowledge and Relationship Design**

Recognizing Customer Value: The Strategic Importance of Customer Assets, Transforming Data into Actionable Customer Insights, Multichannel Communication Strategies and Customer Engagement, Crafting Individualized Customer Propositions and Experiences, Relationship Policies and Customer Loyalty Programs as Strategic Tools

**Unit III: Relationship Data and Analytical CRM**

Building and Managing the Customer Database, Customer Identification, Profiling, and Value Segmentation, Data Analysis and Data Mining Techniques for CRM, Customer Selection, Retention Strategies, and Cross-Sell Analysis, Generating Insights: Analytical Reporting and Business Impact Assessment



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Customer Relationship Management & Business Intelligence**

**Max. Marks: 100 marks**

**Course No.: P1MB TE144**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60 marks**

**Total Credits: 04**

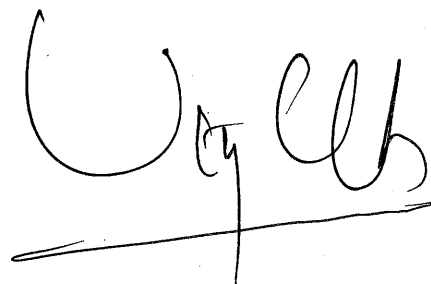
**Unit IV: Technological Enablers and the Future of CRM** Call Center Management as a CRM Touchpoint, The Digital Interface: Role of Websites and Traffic Generation, Performance Metrics and ROI in CRM Campaigns, Technology Architecture: CRM Systems, Data Warehousing, and Data Marts, Integrated Systems: Campaign Management, Content Management, Emerging Trends and the Future Landscape of CRM

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Reading:**

- Roger J. Baran, Robert J. Galka, Daniel P. Struck – *Customer Relationship Management*, Cengage Learning
- S. Shanmugasundaram – *Customer Relationship Management: Modern Trends and Perspectives*, PHI
- Alok Kumar Rai – *Customer Relationship Management: Concepts and Cases*, PHI
- Kaushik Mukerjee – *Customer Relationship Management: A Strategic Approach to Marketing*, PHI
- Elizabeth Vitt, Michael Luckevich, Stacia Misner – *Business Intelligence*, PHI
- Stanley A. Brown – *Customer Relationship Management*, John Wiley & Sons, Canada Ltd.



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Business Analytics**  
**Course No.: P1MB TE145**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60 marks**

**OBJECTIVE:** The objective of this course is to equip students with a comprehensive understanding of Business Analytics and its application in real-world decision-making. The course aims to develop analytical thinking and data literacy through the exploration of descriptive, predictive, and prescriptive analytics techniques. By integrating statistical tools, visualization platforms, optimization models, and emerging technologies, students will gain the skills necessary to transform data into actionable insights for strategic and operational business decisions.

**COURSE OUTCOMES:**

- Explain the scope, importance, and fundamental concepts of Business Analytics, including data types, sources, and data-driven decision-making.
- Apply descriptive statistical methods and data visualization techniques using tools like Excel, Power BI, and Tableau to summarize and communicate business data effectively.
- Perform predictive analytics using linear and multiple regression models and develop time series forecasts for business decision-making.
- Formulate and solve optimization problems using linear programming and simulation techniques, including the use of Excel Solver and Monte Carlo simulations.
- Evaluate the applications of business analytics across various business functions and understand the ethical, technological, and strategic trends, including big data, AI, and cloud analytics.
- Integrate concepts and tools learned across the course to analyze a real-world business problem through a mini project or case study presentation

**COURSE CONTENT**

**Unit I:**

Introduction to Business Analytics and Descriptive Analytics: Business Analytics, Scope and Importance, Data-Driven Decision Making, Data Types and Data Sources, Descriptive Statistics: Measures of Central Tendency and Dispersion, Data Visualization: Charts, Graphs, Dashboards, Use of Excel/Power BI/Tableau for Visualization, Case Study: Descriptive Analytics in Action

**Unit II:**

Predictive Analytics – Regression and Forecasting: Introduction to Predictive Analytics, Simple Linear Regression, Multiple Regression Analysis, Model Building and Validation, Time Series Forecasting: Moving Averages, Exponential Smoothing, Introduction to Machine Learning Technique Case Study: Sales Forecasting and Demand Estimation



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-I**  
**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Business Analytics**  
**Course No.: P1MB TE145**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60 marks**

**Unit III:**

Prescriptive Analytics – Optimization and Simulation :Introduction to Optimization in Business, Linear Programming Models: Formulation and Graphical Solution, Solver in Excel for Optimization Problems, Integer and Nonlinear Programming (basic), Simulation Modeling and Risk Analysis, Monte Carlo Simulation, Case Study: Resource Allocation and Decision-Making Under Uncertainty

**Unit IV:**

Applications, Tools, and Emerging Trends in Business Analytics :Overview of Business Intelligence Tools and Platforms, Big Data and Analytics, Data Warehousing and Data Mining Concepts, Ethical and Privacy Issues in Business Analytics, Real-World Applications: Marketing, HR, Finance, Supply Chain Trends: AI, Machine Learning, Cloud Analytics, Capstone Mini Project/Case Presentation

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering; Trafford Publishing, 3rd edition.
- Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, and Customer Relationship Management; John Wiley & Sons, 3rd Edition.
- S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.
- E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Wiley, 1st Edition.
- Pochiraju, Bhimasankaram, Seshadri & Sridhar (2019); Essen





# **Elective 5-Entrepreneurship and Family Business**

## Syllabi of MBA-One year as per NEP-2020

### Semester-I

(Examinations to be held in December 2026, 2027 and 2028)

**Course Title: Innovation and Design Thinking for**

**Entrepreneurship**

**Course No.: P1MBTE151**

**Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks**

**Internal Assessment: 40 Marks**

**Semester End Examination: 60 Marks**

**Total Credits: 4**

**OBJECTIVE:** This course equips students with the knowledge and practical skills to foster innovation and apply design thinking principles to entrepreneurial ventures. It covers the entrepreneurial process from idea generation and feasibility analysis to prototyping and testing, emphasizing customer-centricity and problem-solving. Students will explore creativity and innovation, design thinking methodologies, entrepreneurial frameworks, and real-world examples to develop innovative solutions and navigate the startup ecosystem.

### **COURSE OUTCOMES:**

On successful completion of this course, the students will be able to:

- Understand the current Indian entrepreneurial landscape and articulate fundamentals of entrepreneurship.
- Develop viable business ideas and conduct feasibility analysis for entrepreneurial ventures.
- Recognize core design thinking principles and methodologies to address business challenges.
- Devise customer-centric solutions through empathizing, defining, and ideating.
- Developing project reports for new business ventures.

### **COURSE CONTENT**

#### **Unit I**

Entrepreneurship in the current Indian scenario, Innovation and creativity in entrepreneurship, conceptual frameworks, problem-solving approaches, entrepreneurial orientation and traits, types of entrepreneurship, start-up culture, success and failure stories in entrepreneurship.

#### **Unit II**

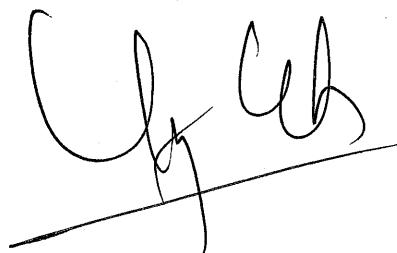
Business opportunity identification and idea generation, preparing project report and feasibility analysis, entrepreneurship training and development, contemporary methods of training, institutional aid in entrepreneurship development, financing entrepreneurship.

#### **Unit III**

Design Thinking – Origin, importance, process, models and types, Design Thinking and customer centricity – real world examples, Use of Design Thinking to enhance value addition. Empathize Methods: Ask 5 Why/5W+H questions, affinity diagram, stakeholder map, Trend analysis; Define Methods: Storytelling, Critical items diagram.

#### **Unit IV**

Ideate: Methods, Visualizing and empathizing before ideating, Simulations, Prototype: Prototyping as a mindset, Types of prototypes, Methods of prototyping: Focused experiments, Exploration map; Testing, feedback loop, user experience and design, Fine-tuning and submission of the project report.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Innovation and Design Thinking for**

**Entrepreneurship**

**Course No.: P1MBTE151**

**Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks**

**Internal Assessment: 40 Marks**

**Semester End Examination: 60 Marks**

**Total Credits: 4**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- E Balaguruswamy, Developing Thinking Skills (The way to Success), Khanna Book Publishing Company.
- 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing.
- Walter Brenner, Falk Uebernickel, Design Thinking for Innovation - Research and Practice, Springer Series, 2016.
- Design Thinking by Nigel Cross, Bloomsbury.
- Michael Lewrick, Patrick Link, Larry Leifer, The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods, Wiley, 2020.
- Donald Miller, Building a Storybrand: Clarify Your Message So Customers Will Listen, HarperCollins Leadership, 2017.
- Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers Ltd.
- Idris Moote, Design Thinking for Strategic Innovation, 2013, John Wiley & Sons Inc.

**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Family Business Management**

**Course No.: P1MBTE152**

**Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks**

**Internal Assessment: 40 Marks**

**Semester End Examination: 60 Marks**

**Total Credits: 4**

**OBJECTIVE:** This course provides a comprehensive exploration of the unique dynamics, challenges, and opportunities inherent in family businesses. The course will employ a combination of theoretical frameworks, practical case studies, and interactive discussions to equip students with the knowledge and skills necessary to effectively manage and lead family enterprises in a dynamic global environment.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to:

- Understanding various family business models, structures and their complexities.
- Develop effective governance strategies for family firms, addressing shareholder priorities and managing the manager-owner relationship.
- Understand succession planning and conflict management.
- Analyze the changing roles of family members to implement strategies for change and adaptation in family businesses.
- Explore real life case studies and articulate the impact of digital transformation on family business models.

**COURSE CONTENT**

**Unit I**

Family business management: Meaning and types; models of family business; strength, challenges and complexities of family firms; value system of family vs. non-family firm; Ecosystem and stakeholder interactions, Strategies for improving family business performance; digital transformation in family business models.

**Unit II**

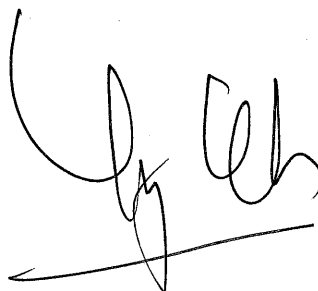
Governance of Family Firms: Need, Shareholder Priorities: Managers vs Owners, Effective Governance of the shareholder-firm relationship. Family Governance: structure and challenges, Enterprise Sustainability: Twelve elements of strategic –fit, Conflict management.

**Unit – III**

Characteristics of Next Generation Leaders, Attributes, Interests and Abilities for Responsible Leadership, Managing Interdependence, interpersonal dynamics, conflict management, succession planning and continuity, challenges of succession, Spouse and the Transfer of Power, real-world case studies.

**Unit – IV**

Life Cycle Stages Influencing Family Business Strategy, Core Competencies. Innovation culture and Unique Vision of Family-controlled Businesses, Strategic Regeneration, Continuity and Culture, changing roles of family members, change and adaptation, Professional management of family business, salient case studies.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Family Business Management**

**Course No.: P1MBTE152**

**Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks**

**Internal Assessment: 40 Marks**

**Semester End Examination: 60 Marks**

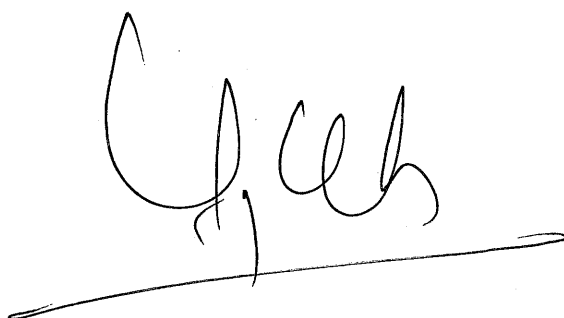
**Total Credits: 4**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010.
- Rodrigo Basco, Family Business Management, Routledge, 2023.
- Josh Baron, Rob Lachenauer, The Harvard Business Review Family Business Handbook, Harvard Business Review Press, 2021.
- Thomas Zellweger, Managing the Family Business: Theory and Practice, 2017, Edward Elgar Publishing Ltd
- Peter Leach, Family Business -The Essentials, Profile Books Ltd.
- Sudipt Dutta, Family Business in India, Sage Publications, 1997.
- Navas Meeran, MSA Kumar, Firoz Meeran, and George Skaria, Beyond Three Generations: The Definitive Guide for Building Enduring Indian Family Businesses, Harper Business, 2024.



## Syllabi of MBA-One year as per NEP-2020

### Semester-I

(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Social Entrepreneurship

Course No.: P1MBTE153

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester End Examination: 60 Marks

Total Credits: 4

**OBJECTIVE:** This course explores the fundamentals, processes, and trends of social entrepreneurship, focusing on its role in addressing social issues and fostering sustainable development. Through real-world case studies and discussions, this course aims to equip students with the knowledge and skills to develop and manage impactful social ventures.

### COURSE OUTCOMES:

On successful completion of the course, the students will be able to:

- Understand social entrepreneurship, its ecosystem and key areas of focus.
- Explore the qualities, skills, and models involved in the social entrepreneurial process.
- Evaluate the unique financing and marketing strategies employed by social enterprises, including fund development and social marketing.
- Analyze current trends in social entrepreneurship, including storytelling, the SDGs, and the contributions of global social entrepreneurs.
- Identify the success stories, opportunities and challenges faced by social entrepreneurs in developing and implementing sustainable social ventures.

### COURSE CONTENT

#### Unit I

Social entrepreneurship, social enterprises and social economy, social vs commercial entrepreneurship; areas of Social Entrepreneurship; Social Entrepreneurship Ecosystem; Social Entrepreneurship in developing countries, real world cases.

#### Unit II

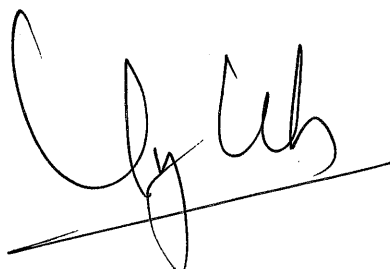
Qualities and Skills of Social Entrepreneurs, target groups in social entrepreneurship, women as social entrepreneurs, Models and frameworks: Timmons Model of the Entrepreneurship Process, The PCDO frame work, The Case Model, Success stories of social entrepreneurship.

#### Unit III

Fund Development, fund availability, Sources of Finance: Government, Donors, Access to market, social marketing – principles and strategies, Government bodies supporting social entrepreneurship, R&D and Technology, International Agencies, CSR and Venture Philanthropy, Social Audit.

#### Unit IV

Story telling in social entrepreneurship, social entrepreneurship for Sustainable Development Goals, global trends in social entrepreneurship, contribution of successful social entrepreneurs of India and abroad, opportunities and challenges in social entrepreneurship, real-world cases.



**Syllabi of MBA-One year as per NEP-2020**

**Semester-I**

**(Examinations to be held in December 2026, 2027 and 2028)**

**Course Title: Social Entrepreneurship**

**Course No.: P1MBTE153**

**Duration of Examination: 3 hours**

**Maximum Marks: 100 Marks**

**Internal Assessment: 40 Marks**

**Semester End Examination: 60 Marks**

**Total Credits: 4**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- Social Entrepreneurship by David bournstein & Susan Devis, Oxford University Press.
- S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009.
- Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012.
- Bloom, P.N., & Dees, J. G. (2008). Cultivate your ecosystem. Stanford Social Innovation Review.
- David Bornstein, Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2016.
- Roger L. Martin, Sally R. Osberg, Getting Beyond Better: How Social Entrepreneurship Works, Harvard Business School Publishing, 2015.
- Madhukar Shukla, Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism, Atlantic Publishers and Distributors, 2024.

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# **SEMESTER II**



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-II**  
**(Examinations to be held in May 2027, 2028 and 2029)**

**Course Title: Project Management**  
**Course No.: P1MBTC201**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60 marks**

**OBJECTIVE:** The main aim of the course is to apprise the students will be concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control. Also, the course will help to make students develop necessary skill for project planning and management.

**COURSE OUTCOMES:**

- To understand the basic concepts of project management.
- Appraise the project using appropriate appraisal techniques.
- Design and implement project by considering risk and its evaluation.
- Learn the process of project planning and execution.

**COURSE CONTENT**

**Unit I**

Project Management: Introduction, Phases of Project Management Life Cycle, 7S of Project management; Project Identification: Generation of ideas, Monitoring the environments, corporate appraisal, Scouting of project ideas, preliminary screening, project rating index, sources of positive net present value, on being an entrepreneur

**Unit II**

Project Appraisal: Market and Demand Analysis, Technical Analysis, Financial Analysis: cost of project, means of financing, estimates of sales of production, cost of production, working capital requirements & its financing, estimates of working results, breakeven point, projected cash flow statement, projected balance sheet.

Social Cost Benefit Analysis- Rationale of SCBA, UNIDO Approach

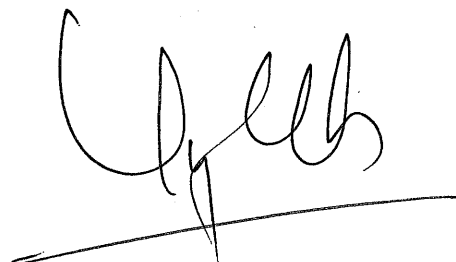
**Unit III**

Project Execution: Leading a project, managing project communication, managing expectations, managing differences, ending a project. Causes of Project success and failure  
Project Control: approaches to project control, project control process. Project Audit  
Project Organization structure and Integration: formal and informal organization structure,

**Unit IV**

Human Aspects of Project Management, Project Management Information Systems, Managing E-business Projects, Project Evaluation

Project Management for National & Local Market- Procedure, Policy, Taxes and Subsidies



**Syllabi of MBA-One year as per NEP-2020**  
**Semester-II**  
**(Examinations to be held in May 2027, 2028 and 2029)**

**Course Title: Project Management**  
**Course No.: P1MBTC201**  
**Duration of Examination: 3hrs**  
**Total Credits: 04**

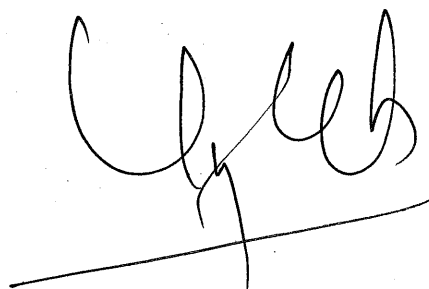
**Max. Marks: 100 marks**  
**Internal Assessment: 40 marks**  
**External Assessment: 60marks**

**Note for Major Test.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- Prasanna Chandra (2019), Projects – Planning, Selection, Financing, Implementation, and Review, (9th Ed.), Tata McGraw Hill
- Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House
- Shenhar, A. J., & Dvir, D. (2007). Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation. Harvard Business School Publishing
- Clifford, F. G., & Larson, E. W. (2018). Project management the managerial process. (7th ed.). McGraw-Hill.
- Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). Project management (4th ed.). John Wiley & Sons.
- Clifford F. Gray and Erik W. Larson (2010), Project Management (5th ed.), Tata McGraw Hill

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## **Syllabi of MBA-One year as per NEP-2020**

### **Semester-II**

**(Examinations to be held in May 2027, 2028 and 2029)**

**Course Title: Strategic Management**

**Max. Marks: 100 marks**

**Course No.: P1MBTC202**

**Internal Assessment: 40 marks**

**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**OBJECTIVE:** The objective of this course is to acquaint the students with the concepts of strategic management that are important for the organizational excellence and long term sustainability. At the end of this the students would be able to comprehend issues pertaining to strategic position, strategic choices and strategic implementation. The use of Case studies in each unit will help the students in applying the concepts of strategic management to practical situations.

### **COURSE OUTCOMES**

- Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate real organizational situations and develop creative solutions and identify ways in which firm can sustain a competitive advantage.

### **COURSE CONTENT**

#### **Unit I- Strategic Analysis**

Strategic Management and competitiveness, Strategic Management Model; Strategic intent, Strategic position: Environmental Scanning and appraisal. Competitive Analysis, Internal analysis / Organizational Appraisal: organizational capability factors, methods and structuring organizational appraisal.

#### **Unit II- Strategic Formulation**

Business Level Strategies: cost leadership, differentiation and focus strategy; Innovation, Entrepreneurship and platforms; Corporate level strategy: concentration, integration, diversification, internationalization, retrenchment, Global Strategy, strategic analysis and choice.

#### **Unit III- Strategy Implementation & Evaluation**

Structural implementation, Strategic evaluation and Control, Corporate Governance and ethics Management, Corporate sustainability for Strategic Management

#### **Unit IV**

Case Studies

#### **Note for Major Test**

The question Paper shall contain three parts A, B and C. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Five Long Answer questions (of ten marks each) will be set selecting a least one question from each unit of the Syllabus. In part C, the paper setter will be required to set a case study followed by 2-3 questions (total marks for case study shall be ten). Part A shall be compulsory and in Part B the Candidate will be required to attempt any three questions out of five. Part C shall also be compulsory

**Syllabi of MBA-One year as per NEP-2020**

**Semester-II**

**(Examinations to be held in May 2027, 2028 and 2029)**

**Course Title: Strategic Management**

**Max. Marks: 100 marks**

**Course No.: P1MBTC202**

**Internal Assessment: 40 marks**

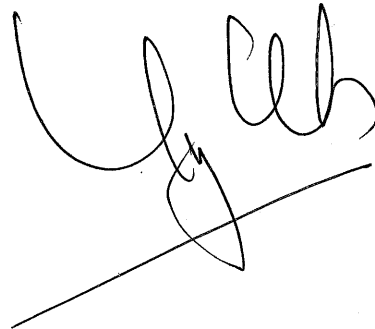
**Duration of Examination: 3hrs**

**External Assessment: 60marks**

**Total Credits: 04**

**Suggested Readings**

- Strategic Management, Hitt, Ireland, Hoskisson, Manikuttu, Cengage Learning, 9<sup>th</sup> Edition (2012)
- Crafting and Executing Strategy, Arthur A. Thompson, Jr, Margaret A. Peteraf, John E. Gamble, A.J Strickland III and Arun Jain, Tata McGraw Hill, 19<sup>th</sup> edition (2014).
- Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 4<sup>th</sup> edition (2016)
- Strategic Management, Fred R David, PHI Learning, 13<sup>th</sup> Edition (2008)
- Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 5<sup>th</sup> Edition (2010)
- Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 11<sup>th</sup> Edition (2014).

A handwritten signature in black ink, consisting of stylized cursive letters, possibly reading 'Ugubh' or similar, with a long horizontal stroke extending from the bottom.