



UNIVERSITY OF JAMMU

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

Academic Section

Email: 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

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

Neel K. Sharma
30/6/2025
DEAN ACADEMIC AFFAIRS
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**THE BUSINESS SCHOOL
UNIVERSITY OF JAMMU**

**MASTER OF BUSINESS
ADMINISTRATION (MBA)**

Programme Code: PGFBB002

**TWO-YEAR
NEP-2020**

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

Including Syllabi of

Semester-I

For the Session Dec 2025, 2026 and 2027

Semester-II

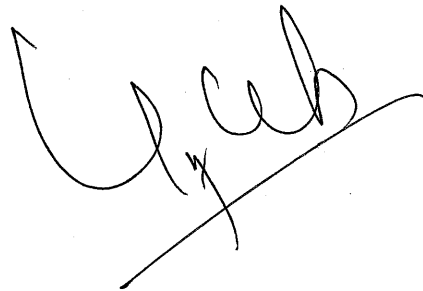
For the Session May 2026, 2027 and 2028

Semester-III

For the Session Dec 2026, 2027 and 2028

Semester-IV

For the Session May 2027, 2028 and 2029

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

(NET -2020)														
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.	P2MBTC101	Management Concepts and Principles	4	26	Core	100		G	N					
2.	P2MBTC102	Managerial Economics	4	26	Core	100			N					
3.	P2MBTC103	Business Statistics	4	26	Core	100		G	N	R				
4.	P2MBTC104	Principles of Marketing	4	26	Core	100			N					
5.	P2MBTC105	Accounting for Managers	4	26	Core	100		G	N	R				
6.	P2MBTC106	Organizational Behaviour	4	26	Core	100		G	N					
7.	P2MBRC107	Research Methodology- Techniques & Application	2	13	Skill	50					Skill			
8.	P2MBRC108	IT and AI Applications in Business	2	13	Skill	50					Skill			

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Semester II

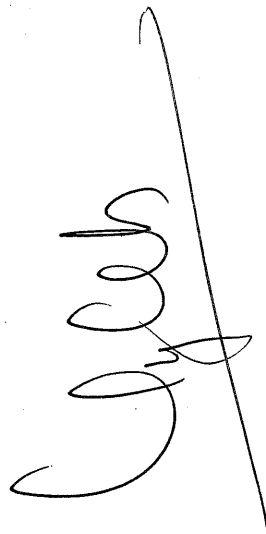
9.	P2MBTC201	Business Environment and Ethics	4	26	Core	100				N	R			
10	P2MBTC202	Marketing Management	4	26	Core	100			G	N	R			
11	P2MBTC203	Management Science for Decision Making	4	26	Core	100			G	N				
12	P2MBTC204	Human Resource Management	4	26	Core	100			G	N				
13	P2MBTC205	Financial Management	4	26	Core	100				N				
14	P2MBTC206	Production and Operations Management	4	26	Core	100				N	R			
15	P2MBTC207	Management Information & Decision Support Systems	4	26	Core	100			G	N				
16	P2MBVC251	Project Report on Summer Training	4	26	Vocational	100								Vocational

Semester III

17	P2MBRC301	Skill Development for Sales	2	13	Skill	50							Skill	
18	P2MBRC302	Indian Ethos & Human Values- Cases & Workshop	2	13	Skill	50							Skill	
19	P2MBMO351	MOOCs	4	26	MO OC	100							MOOC	
20	P2MBTE311	Consumer Behaviour	4	26	Elective	100			G	N	R			
21	P2MBTE312	Digital Marketing	4	26	Elective	100			G	N				
22	P2MBTE313	Integrated Marketing Communication	4	26	Elective	100				N				

23	P2MBTE314	Service Marketing	4	26	Elective	100		G	N	R			
24	P2MBTE315	Retail Management	4	26	Elective	100		G	N	R			
25	P2MBTE321	Security Analysis and Portfolio Management	4	26	Elective	100			N	R			
26	P2MBTE322	Management of Financial Services	4	26	Elective	100			N	R			
27	P2MBTE323	Risk and Insurance Management	4	26	Elective	100			N	R			
28	P2MBTE324	International Financial Management	4	26	Elective	100		G	N				
29	P2MBTE325	Financial Derivatives	4	26	Elective	100			N	R			
30	P2MBTE331	Leadership & Decision Making	4	26	Elective	100		G	N	R			
31	P2MBTE332	Organizational Change and Intervention Strategies	4	26	Elective	100		G	N				
32	P2MBTE333	Diversity and Cross-Cultural Management	4	26	Elective	100		G	N				
33	P2MBTE334	Human Resource Development and Technology Interface	4	26	Elective	100		G	N				
34	P2MBTE335	International Human Resource Management	4	26	Elective	100		G	N				
35	P2MBTE341	Global Business Operations	4	26	Elective	100		G	N				
36	P2MBTE342	Supply Chain Management	4	26	Elective	100		G	N				
37	P2MBTE343	E-Commerce: Strategies & Applications	4	26	Elective	100		G	N				

38	P2MBTE344	Customer Relationship Management & Business Intelligence	4	26	Elective	100		G	N				
39	P2MBTE345	Business Analytics	4	26	Elective	100		G	N				
40	P2MBTE351	Innovation and Design Thinking for Entrepreneurship	4	26	Elective	100			N	R			
41	P2MBTE352	Family Business Management	4	26	Elective	100			N	R			
42	P2MBTE353	Social Entrepreneurship	4	26	Elective	100			N	R			
Semester IV													
43	P2MBTC401	Project Management	4	26	Core	100			N	R			
44	P2MBTC402	Strategic Management	4	26	Core	100		G	N	R			
45	P2MBRC403	Project/Research	16	104	Project	400							Project /Research



**THE BUSINESS SCHOOL
UNIVERSITY OF JAMMU**

**MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR
(NEP-2020)**

Semester-I				
Course Code	Paper	Credits	L-T-P	Level
<i>Core Courses</i>				
P2MBTC101	Management Concepts and Principles	4	4-1-0	400
P2MBTC102	Managerial Economics	4	4-1-0	400
P2MBTC103	Business Statistics	4	4-1-0	400
P2MBTC104	Principles of Marketing	4	4-1-0	400
P2MBTC105	Accounting for Managers	4	4-1-0	400
P2MBTC106	Organizational Behaviour	4	4-1-0	400
<i>Practical/Tutorial/Skill-Based Courses</i>				
P2MBRC107	Research Methodology- Techniques & Application	2	0-2-0	
P2MBRC108	IT and AI Applications in Business	2	0-2-0	
	Total	28		
Semester-II				
Course Code	Paper	Credits	L-T-P	Level
<i>Core Courses</i>				
P2MBTC201	Business Environment and Ethics	4	4-1-0	400
P2MBTC202	Marketing Management	4	4-1-0	500
P2MBTC203	Management Science for Decision Making	4	4-1-0	500
P2MBTC204	Human Resource Management	4	4-1-0	500
P2MBTC205	Financial Management	4	4-1-0	500
P2MBTC206	Production and Operations Management	4	4-1-0	500
P2MBTC207	Management Information & Decision Support Systems	4	4-1-0	500
<i>Vocational Course/ Practical/Tutorial/Skill-Based Courses</i>				
P2MBVC251	Project Report on Summer Training	4	0-4-0	
	Total	28		

The students will be required to undergo Summer Training for 6-8 weeks after the 2nd Semester



Semester-III

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

Course Code	Paper	Credits	L-T-P	Level
Practical/Tutorial/Skill-Based Courses				
P2MBRC301	Skill Development for Sales	2	0-2-0	500
P2MBRC302	Indian Ethos & Human Values- Cases & Workshop	2	0-2-0	500
Massive Open Online Courses (MOOCs)				
P2MBMO351	MOOCs	4	4-1-0	500
Elective Courses				
Elective 1-Marketing				
P2MBTE311	Consumer Behaviour	4	4-1-0	500
P2MBTE312	Digital Marketing	4	4-1-0	500
P2MBTE313	Integrated Marketing Communication	4	4-1-0	500
P2MBTE314	Service Marketing	4	4-1-0	500
P2MBTE315	Retail Management	4	4-1-0	500
Elective 2-Finance				
P2MBTE321	Security Analysis and Portfolio Management	4	4-1-0	500
P2MBTE322	Management of Financial Services	4	4-1-0	500
P2MBTE323	Risk and Insurance Management	4	4-1-0	500
P2MBTE324	International Financial Management	4	4-1-0	500
P2MBTE325	Financial Derivatives	4	4-1-0	500
Elective 3-Human Resource Management				
P2MBTE331	Leadership & Decision Making	4	4-1-0	500
P2MBTE332	Organizational Change and Intervention Strategies	4	4-1-0	500
P2MBTE333	Diversity and Cross-Cultural Management	4	4-1-0	500
P2MBTE334	Human Resource Development and Technology Interface	4	4-1-0	500
P2MBTE335	International Human Resource Management	4	4-1-0	500
Elective 4-Operations, Information and Technology				
P2MBTE341	Global Business Operations	4	4-1-0	500
P2MBTE342	Supply Chain Management	4	4-1-0	500
P2MBTE343	E-Commerce: Strategies & Applications	4	4-1-0	500
P2MBTE344	Customer Relationship Management & Business Intelligence	4	4-1-0	500
P2MBTE345	Business Analytics	4	4-1-0	500
Elective 5-Entrepreneurship and Family Business *				
P2MBTE351	Innovation and Design Thinking for Entrepreneurship	4	4-1-0	500
P2MBTE352	Family Business Management	4	4-1-0	500
P2MBTE353	Social Entrepreneurship	4	4-1-0	500
TOTAL		28		

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



Semester-IV				
Course Code	Paper	Credits	L-T-P	Level
Core Courses				
P2MBTC401	Project Management	4	4-1-0	500
P2MBTC402	Strategic Management	4	4-1-0	500
Project/Research				
P2MBRC403	Project/Research	16		
TOTAL		24		
Total Credits to be earned for MBA=112				

The faculty Mentors will be allotted for Project/Research(P2MBRC403). 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)
(A) Continuous Internal Assessment (CIA)			
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) Semester End Examination (SEE)	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



SEMESTER I

Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Management Concepts and Principles
Course No.: P2MBTC101
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE:

This course provides a foundational understanding of modern management principles and practices, equipping students with the knowledge to effectively plan, organize, lead, and control organizational resources. It covers historical and contemporary management theories, essential managerial skills, and the application of quality management and information systems in today's dynamic business environment.

COURSE OUTCOMES:

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

- Understand the fundamental principles and historical evolution of management.
- Apply planning and organizing concepts to structure and manage organizational activities effectively.
- Critique leadership, motivation, and communication strategies to enhance organizational effectiveness.
- Analyse control systems and quality management techniques to ensure organizational performance.
- Evaluate the role of coordination and information systems in fostering integrated and efficient organizational management.

COURSE CONTENT

UNIT I

Meaning and importance of management; Management theories- classical, neo-classical and modern constructions of management; Managerial functions; Managerial roles, Managerial competencies, Indian Ethos for Management, contemporary models in management.

UNIT II

Planning, concept and models, organizational objective setting; Vision and Mission, strategic planning, Decision-making models, Techniques for individual and group decision-making; Organizing, Authority and Responsibility, Decentralization and Delegation; Organizational structures.

UNIT III

Staffing: recruitment and selection, compensation and performance management, training and development, Directing, Motivation- meaning, importance and factors affecting motivation; Leadership -meaning, importance and factors affecting leadership, leadership styles, and followership, effective communication.

UNIT IV

Controlling: Concept, Process and Techniques of Controlling, Types of Control, Management Information System. Co-ordination –Types and Techniques, Coordination in Virtual and Hybrid Teams, Significant developments and management challenges of the 21st Century, social media and management, comparative management.

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



Syllabi of MBA-Two year as per NEP-2020

Semester-I

(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Management Concepts and Principles

Course No.: P2MBTC101

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

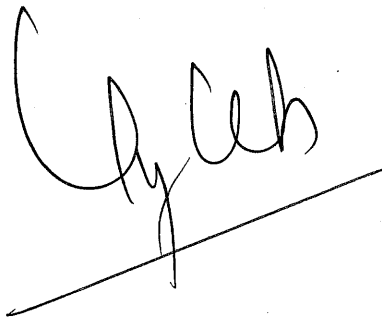
Total Credits: 4

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:

- Harold Koontz, Heinz Weihrich, et al, Essentials of Management, 11th Edition.
- David S. Bright, Anastasia H. Cortes, Eva Hartmann, Principles of Management, 12th Media Services.
- L M Prasad, Principles and Practice of Management.
- Tripathy & Reddy, Principles of Management, Tata McGraw-Hill Publications.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education.
- Robert N Lussier, Management Fundamentals, CENGAGE Learning Custom Publishing.
- Koontz Kleihrich, Essentials of Management, Tata McGraw Hill.

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Syllabi of MBA-Two year as per NEP-2020

Semester-I

(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Managerial Economics

Course No.: P2MBTC102

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

Total Credits: 4

OBJECTIVE: The objective of this foundation course is to impart basic knowledge of the concepts and tools of economic analysis and their application to business decisions to acquaint participants with the main features of aggregate economic system.

COURSE OUTCOMES

- Students will be able to understand the economic way of thinking and analyzing business decision making
- Demonstrate an understanding of the applications of managerial economics.
- Students will be able to understand how economic variables are interpreted, analyzed through the use of various tools and techniques
- Understand the application of Economic Theories.

COURSE CONTENT

UNIT-I Introduction of Managerial Economics;

Circular Flow of Economics Activity; Economic Profit; Demand Theory and Analysis; Business and Economic Forecasting; Elasticity of Demand.

Production Function-Production with one Variable Input, Production with two Variable Inputs; Economies of Scale and Scope.

UNIT-II Cost Theory and Analysis

The Economic Concept of Cost; Production and Cost; Short-run and Long-run Cost Functions; Estimating Cost Functions-Short-run and long-run Cost Functions.

UNIT-III Market Structure

Perfect Competition and Monopoly; Determination of Price and Output under Perfect Competition, Monopoly, Monopolistic competition, Oligopoly; Price Rigidity: The Kinked Demand Model; Discriminating Monopoly; Market Structures and Barriers to Entry.

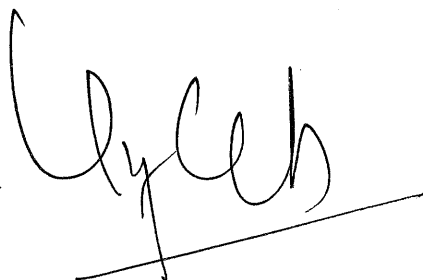
UNIT-IV Pricing of Goods and Services

Pricing of Multiple Products; Price Discrimination; Product Bundling, Peak-Load Pricing, Cost-plus, Pricing or Mark-up Pricing; Cyclical Pricing; Other Pricing Practices.

Macro Economics: Business Cycles; Monetary and Fiscal Policies: Consumption Function; National Income; Inflation.

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.



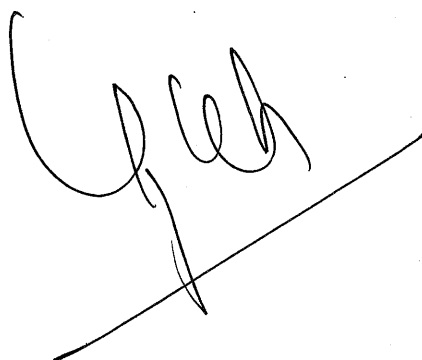
Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Managerial Economics
Course No.: P2MBTC102
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

Suggested Readings

- Dean, Joel (2017), Managerial Economics, New Delhi: PHI learning private limited.
- Duncan, McDougall: Macro Economics
- Varshney and Maheshwari: Managerial Economics
- Brigham, Eugene and Pappas, James: Managerial Economics
- Dwivedi, D.N.: Managerial Economics
- Peterson, Lewis and Jain: Managerial Economics
- Chopra. P.N.: Business Economics

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Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Business Statistics
Course No.: P2MBTC103
Total Credits: 4
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

OBJECTIVE: The course is designed to bring out application of business research methods and its usefulness in managerial decision making. Also, it will expose the students with the various research techniques and the process of applying these techniques

COURSE OUTCOME:

- *Understanding of the basic principles and concepts of quantitative techniques*
- *Recognize the significant role that quantitative techniques play in business decision-making processes*
- *Understand the scope of quantitative techniques in various business areas*

COURSE CONTENT

UNIT – I

Measures of Central Tendency: Arithmetic Mean, Median, and Mode; Measures of Dispersion: Standard Deviation, Coefficient of Variation; Skewness: Karl Pearson Coefficient - Bowley's Coefficient - Kelley's Coefficient

UNIT-II

Correlation Karl Pearson Coefficient of Correlation; Spearman's Rank Correlation Method, probable Error

Regression Analysis, Simple Linear Regression Model; Regression Coefficients; Regression Equations; Standard Error of Estimate, Coefficient of Determination,

UNIT-III

Concepts of Probability, Probability Distributions: Theoretical distributions - Binomial, Poisson and Normal Distributions. Their characteristics and applications.

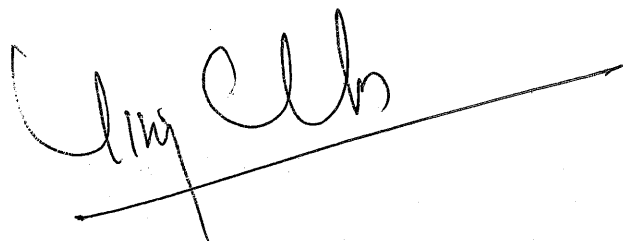
Hypothesis- Introduction, Procedure of Hypothesis Testing; Errors in Hypothesis; t-distribution and its application.

UNIT-IV

Non-parametric tests; Chi-Square Distribution, Chi-Square Distribution Statistic, Goodness of Fit, Analysis of variance (ANOVA), One Way and Two Way

MS Excel:

Functions, Formulas, Types of errors in excel, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation



Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Business Statistics
Course No.: P2MBTC103
Total Credits: 4
Duration of Examination: 3 hours

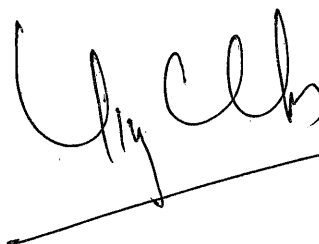
Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

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:

- Statistical Methods, S P Gupta, Sultan Chand Publication, Edition 2009
- Business Statistics, J K Sharma, Pearson Education, 2nd Edition
- Statistics for Managers Using Microsoft Excel, Levine Stephan Krehbiel, Berenson, PHI, Edition 2012
- Business Statistics, G C Beri, Tata McGraw Hill, Edition 2012

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Syllabi of MBA-Two year as per NEP-2020

Semester-I

(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Principles of Marketing

Course No.: P2MBTC104

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

Total Credits: 4

OBJECTIVE: This course shall introduce the learner to the basic marketing concepts, functions and decision variables. Sensitize learners as to how marketing has an important role to play in overall strategy of an organization.

COURSE OUTCOMES: At the end of the course, the learner will be able to;

- Understand the fundamentals of marketing.
- Develop an understanding of various marketing philosophies.
- Develop an understanding of decisions concerning marketing mix.
- The learner will be able to develop a suitable marketing mix based on the marketing objective of a company and would be able to apply the three steps of target marketing: segmentation, targeting, and positioning strategies for any product or service.
- Develop an understanding about the consumer behavior and its application in marketing.
- The learner will be able to develop an understanding to the emerging challenges and developments in the upcoming global economic scenario.

COURSE CONTENT

UNIT-I: Introduction to Marketing

Nature and scope of marketing; Role of marketing in developing economies like India; Core marketing concepts; Marketing philosophies; Marketing and Consumerism; Marketing Research: its applications and procedure.

UNIT-II: Identifying and Selecting Markets

Market Segmentation, Targeting and Positioning; Understanding Consumer Behavior and its applications in marketing function of firms.; Consumer Behavior and Lifestyle Marketing.

UNIT-III: Marketing Mix Decisions

Marketing Mix Decisions; The 4P's and 4C's of marketing; 4 A's of marketing; Customer value and satisfaction, Michael E. Porters value chain analysis model; 7 P's and 7 C's of marketing, Service quality measurement and implications, Challenges in marketing of services.

UNIT-IV: Issues and Developments in Marketing

Social and Ethical aspects of Marketing; Direct Marketing; Technology in Marketing; Sustainable Marketing; Green Marketing, Sustainable Development Goals (SDG) and Marketing; Relationship Marketing, Recent Trends in Marketing.

**Syllabi of MBA-Two year as per NEP-2020
Semester-I**

(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Principles of Marketing

Course No.: P2MBTC104

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

Total Credits: 4

Note for Major Test

The question Paper shall contain two parts A and B. In Part A Setter will be required to set Ten Short Answer question (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:

- Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, and Prafulla Agnihotri, *Principles of Marketing*, 19th Edition, Pearson Education
- Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, *Marketing Management- A South Asian Perspective*, 14th Edition, Pearson Education.
- Philip Kotler, Kevin Lane Keller, Alexander Chervev, Jagdish N. Sheth and G. Shainesh *Marketing Management*, 16th Edition, Pearson India Education Service Pvt. Ltd.
- Charles W. Lamb, Joe F. Hair, Dr. Dheeraj Sharma and Carl McDaniel, *MKTG - A South- Asian Perspective*, 1st Edition, Cengage Learning, India.
- K Karunakaran. *Marketing Management*, 4th Edition, Himalaya Publishing House.



Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Accounting for Managers
Course No.: P2MBTC105
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE: The students will be able to comprehend the fundamentals of financial planning and the instruments available in the financial markets. This curriculum adds value to undergraduate professional education in the field of finance.

COURSE OUTCOMES:

- To provide an in-depth knowledge on the allocation of, sourcing, and management of financial resources.
- To develop knowledge on the role of financial manager in the competitive business world.
- To acquaint the students with the process involved in making short-term working capital decision as well as long-term capital budgeting decisions.
- To develop an ability to apply accounting softwares in business.
- To enhance the learner's ability in dealing with raising of finance and investment decisions.

COURSE CONTENT

UNIT-I

Financial accounting: Concept, Generally Accepted Accounting Principles (GAAP), Preparation of Journal, Ledger and Trial Balance.

UNIT-II

Concepts and methods of Depreciation including straight line method, Diminishing balance method. Preparation of Final Accounts - Manufacturing Accounts, Trading & Profit and Loss A/C and Balance sheet. Adjustment in Final accounts.

UNIT-III

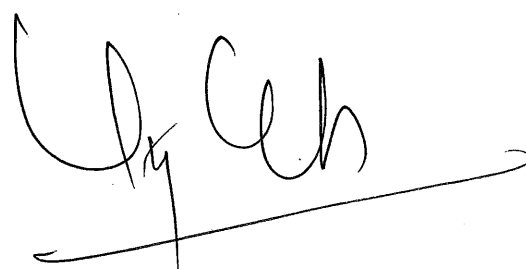
Cost Accounting: Concept, need, element-wise classification of various costs. Concept & utility of CVP analysis in business decision making. Budget and Budgetary control.

UNIT-IV

Management Accounting - Concept, Need, Scope, Importance & Limitations, Financial Analysis-Ratio Analysis, Preparation of Funds flow statement and Cash flow statement.

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-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Accounting for Managers
Course No.: P2MBTC105
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

Suggested Readings:

- Accounting Principles- Anthony R.N. and Reece, 6th ed., Homewood, Illinois, Richard D. Irwin
- Accounting for Management- Bhattacharya, S.K and Dearden J., New Delhi, Vikas, Text and Cases.
- Financial Accounting- Heitger, L.E and Mautlich, Serge, New York, Mc-Graw Hill
- Management Accounting- Hingorani, N.L and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand

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Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Organizational Behaviour
Course No.: P2MBTC106
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE: This course provides a comprehensive understanding of organizational behavior, exploring individual, group and organizational dynamics. The course aims to explore the fundamentals and managerial implications emanating from differences in personality, attitudes, learning, motivations and leadership styles. The interactive discussions around the themes listed in the curriculum will equip students with the skills and knowledge to arrive at informed decisions to resolve conflicts in a bid to manage people effectively in organizations. This foundational course builds on the behavioral theory and perspectives for necessary applications in work situations.

COURSE OUTCOMES:

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

- Develop understanding of the dynamics of individual behaviour at individual, interpersonal, group and organizational levels.
- Sharpen behavioral skills and attitudes as are desirable for improving personal and managerial effectiveness;
- Diagnose and make appropriate interventions in steering employee's behavior towards achieving organizational goals.
- Apply the fundamental concepts and models of organizational behavior to real life situations.
- Deduce various people-oriented strategies for productive and inclusive work environment.

COURSE CONTENT

UNIT - I

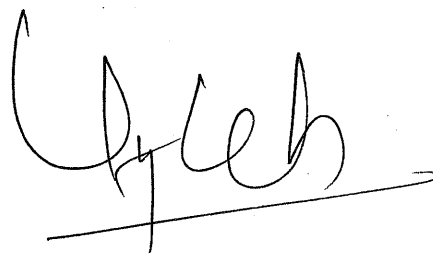
Conceptual framework for understanding human behavior in organizations and the major variables influencing it; Historical development of Organizational Behaviour; Contemporary Challenges and Opportunities in Organization Behaviour; International Dimensions of Organizational Behaviour; Managing across cultures.

UNIT-II

Understanding and managing Individual Behaviour: Individual differences and work behavior; Personality, Perception, Attitudes and Learning; Self-Growth and interpersonal effectiveness: The Johari Window Model; Transactional Analysis: Ego states, Life Positions, Transactions.

UNIT-III

Group processes and behavior: Individual and the group; Teams: nature and effectiveness, Team building; Power and Politics; Bases of power; Power tactics, Political strategies for attaining power in organizations; Group conflict and resolution strategies. Work motivation: Theories and approaches.



Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Organizational Behaviour
Course No.: P2MBTC106
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

UNIT-IV

Organization culture: nature, creating and maintaining a culture; Organization Change, effectiveness and development; Organization in relation to its environment: Culture, Society and Organizations; Leadership: Approaches and styles; Leadership effectiveness.


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.

Suggesting Readings:

- Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.
- Hearsay and Blanchard, Management of Organization Behaviour- Utilizing Human Resources Prentice Hall of India, New Delhi.
- Hodgetts, R., Luthans, F. & Doh, J. (2005): International Management (6th Ed.), Tata Mc Graw Hill, New Delhi.
- Hofstede, G. (2001): Culture's Consequences (2ndEd). Sage, New Delhi.
- Hofstede, G., Hofstede, G.J. & Minkov, M. (2010), Cultures and Organizations: Software of the Mind (3rd) Ed.), McGraw0Hill, USA.
- Ivacevich and Matterson, Organization Behaviour and Management, Business Publication Inc Plan Texas.
- Kast and Resoneweig, Organization and Management-A System and Contingency Approach.
- Luthans, F Organizational Behavior, 14e, Mc Graw Hill.
- Luthans Fred (2008): Organization Behaviour (11th Ed), Tata Mc Graw Hill, New Delhi.
- Nelson, Debra L. and Quick and James Campbel, Organizational Behaviour: foundation Realities and challenges, Thomson: South Western College publishing, 3e.
- Neelu Rohmetra and Anil Gupta, "Cross-Cultural Management: Practice and Research", PRIMUS BOOKS, New Delhi, 2014.




Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Organizational Behaviour
Course No.: P2MBTC106
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

- Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma, "Business Dynamics: Contemporary Issues and Challenges", Excel Books, New Delhi, 2014.
- Neelu Rohmetra and J.R, Dhotra, "Strategic Thought in the New Age Management", EXCEL BOOKS, New Delhi, 2006.
- Neelu Rohmetra, Bhanu Pratap Singh and Vishal Sharma "Sustainable Business Practices", EXCEL BOOKS, New Delhi, 2014.
- Neelu Rohmetra and Anuradha Sharma, "Emotional Intelligence in the Telecom Sector: Strategy, Communication and Motivation Connect", Lambert Academic Publishing, 2012.
- Neelu Rohmetra, "Cultural Paradigm in Managing People and Organizations", EXCEL BOOKS, New Delhi, 2005.
- Neelu Rohmetra, Vipin Gupta and Dinesh Sharma, "Transformative Organizations Across Globe, Response Books, SAGE INDIA, New Delhi, 2004.
- Newstrom and Keith Davis, Organization Behaviour at work, Tata MC Graw Hill, New Delhi.
- P. S. James, Essentials of Organizational Behavior, 2022, 15e, Pearson Education.
- 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, 18e, Pearson Education.
- Tyagi, Archana Organization Behaviour - Text, Cases, Games, Himalaya Publishing House, Mumbai.



Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: Research Methodology- Techniques & Application

Course No.: P2MBRC107

Duration of Examination: 2 hours

Maximum Marks: 50 Marks

Internal Assessment: 20 Marks

Semester Examination: 30 Marks

Total Credits: 2

OBJECTIVE: Research methodology provides a decision making base to managers to take sound managerial decisions. It give knowledge about the process of research to students.

COURSE OUTCOME

- To equip the students with the practical skills needed to carry out business research.
- To make students understand the applications of business research methods using MS Excel.

COURSE CONTENT

UNIT-I

Business Research, Types of Research - Exploratory Research, Descriptive Research, Casual Research, Research Process, Ethics in Business Research.

Research Design: Identify and Developing Business Research Problems, Formulation of Research Questions and Hypothesis, Choosing Sample from Population,

UNIT-II

Questionnaire Design and Testing, Measurement and Scaling, Scaling Techniques, Qualitative and Quantitative Research Methods.

Date Analysis Methods for Business Research: Conceptual Framework and Applications of Business Research Methods using MS Excel. Research Report Preparation & Presentation, Citation and Referencing Styles.

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:

- Business Research Methods, William G.Zikmund-oklahoma, Cengage Learning.
- Business Research Methods, Sue Greener, Ventus Publishing, APS, 2008
- Applied Multivariate Research: Design and Interpretation Lawrence S. Meyers, Glenn Gamst, A.J. Guarino, SAGE, 2006
- Contemporary Marketing Research, Mc Daniel & Roger Gates, South Western College Publishing.
- Statistics for Manageres using MS Excel, Levine, Stephen, Krehbiel & Brenson, PHI Learning, 2012.



Syllabi of MBA-Two year as per NEP-2020
Semester-I
(Examinations to be held in December 2025, 2026 and 2027)

Course Title: IT and AI Applications in Business
Course No.: P2MBRC108
Duration of Examination: 2 hours

Maximum Marks: 50 Marks
Internal Assessment: 20 Marks
Semester Examination: 30 Marks
Total Credits: 2

OBJECTIVE:

- To familiarize students with IT applications in Business Management
- To familiarize students with AI applications in optimising intra- and inter inter-business operations

COURSE OUTCOME:

Students shall be able to make informed choices about IT and AI for business efficiency and effectiveness

COURSE CONTENT

UNIT I - IT Applications

Functional IT applications ; Enterprise Wide applications , Inter- organizational applications , Knowledge Management, IT Enabled Services , Online Business Models

UNIT II- AI Applications

Artificial Intelligence (AI) and its role in Industry, Concepts of Machine Learning(ML), Deep Learning, , Cyber-security issues, Big Data and Block chain concepts, Generative AI and its tools in business, Social Aspects of AI

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:

- Bhuvan Unhelkar and Tad Gonsalves, "Artificial Intelligence for Business Optimization - Research and Applications", CRC Press, Taylor & Francis, 2021.
- Paul Roetzer, "Marketing Artificial Intelligence – AI, Marketing, and the Future of Business", BenBella Books, Inc., 2022.
- Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali and Ahmed A. Elngar, "Artificial Intelligence and Machine Learning in Business Management - Concepts, Challenges, and Case Studies", CRC Press, Taylor & Francis, 2022.
- Laudon and Laudon Management Information Systems
- Muneesh Kumar Business Information Systems

Web links and Video Lectures (e-Resources):

<https://www.coursera.org/specializations/ai-for-business-wharton>
<https://www.ibm.com/think/topics/artificial-intelligence-business>
<https://openai.com/business/>
https://vtu.ac.in/pdf/2022_3to8/6csbssyll.pdf

SEMESTER II

Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Business Environment and Ethics
Course No.: P2MBTC201
Duration of Examination: 3 hours
Total Credits: 4

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

OBJECTIVE: The purpose of this course is to make students understand various social, political, legal and economic and other factors that influence business in India and at global level. The course will further enable the learners in understanding the opportunities, risks and challenges associated with them as well as their significance in relation to managerial decisions. The course also introduces the concept and importance of business ethics and aims to sensitize students towards ethical decisions making.

COURSE OUTCOMES

- Analyze the internal and external environment of a business from various perspectives.
- Using strategic tools assess the business environment of an organization.
- Ability to critical think and apply the concepts for problem Solving
- Develop an understanding of philosophical frameworks that shape sense of ethics while doing business
- The course shall facilitate the student in developing critical thinking for solving the ethical dilemmas.

COURSE CONTENT

UNIT-I

The concept of Business Environment, Types of Business Environment- Internal and External Environment; Micro and Macro Environment; Environment Scanning; The process of Environmental Scanning PETELS/PESTEL/PEST Analysis; Competitor's Analysis: Porter's Five Force Model; SWOT Analysis.

UNIT-II

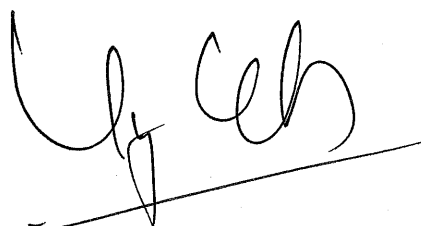
Economic Environment, Legal Environment, Political Environment, Socio-cultural Environment of Business (SCEB), Technological Environment; The International/Global Business Environment - An Analysis of the World.

UNIT-III

India and WTO; GATS; The changing dimensions of these laws and their impact on business; An introduction to MRTP, FEMA and their impact on business.

UNIT – IV

Business ethics , Ethics Vs Morality, Ethical Dilemma, Ethical Decision Making, Ethical issues, Ethics Management Programs, Managing Ethics in Work Place – Organizational Ethics Development System (OEDS), Code of ethics, Ethical Values



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Business Environment and Ethics
Course No.: P2MBTC201
Duration of Examination: 3 hours
Total Credits: 4

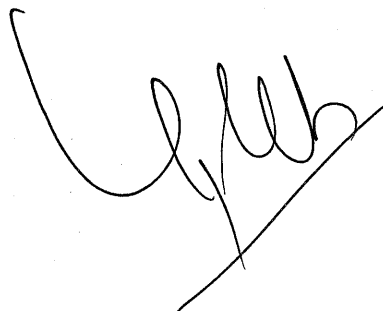
Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

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

- Francis Cherunilam , “Business Environment – Text and Cases”, Himalaya Publishing House Latest Edition
- K.Aswathappa, “ Essentials of Business Environment”, Himalaya Publishing House
- Dr. Shaikh Saleem , “Business Environment”, Pearson Education (Latest Edition)
- Paul, Justin: Business Environment-Text and Cases, Tata Mc Graw Hill
- Jain, T.R; Trehan, M; Trehan, R: Indian Economy and Business Environment
- Pailwar, V K , “Economic Environment of Business”, Prentice Hall India Learning
- Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
- B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.
- Daniel Albuquerque, Business Ethics, Oxford Univ. Press
- Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
- Chakraborty, S.K., Management by Values, Oxford Univ. Press
- C., Fernando, Business Ethics and Corporate Governance. New Delhi: Pearson.
- Sanjay Mohapatra , Case Studies in Business Ethics and Corporate Governance. New Delhi: Pearson.



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Marketing Management
Course No.: PSMBTC202
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE: The purpose of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management with appropriate global cases. To explore the various issues related to the product and brand management. This course seeks to provide the students with insights into basic functions of managing and designing distribution channels with the objective of maximizing the efficiency and effectiveness of the firm's revenue generating support.

COURSE OUTCOMES: At the end of the course, the students will be able to;

- Understand concept of Product and Brand Management.
- To develop a grasp of theoretical concepts and frameworks of branding.
- Developing understanding of the key issues in creating and managing brands.
- To provide with skills and knowledge to develop and execute strategies in managing brand.
- To familiarize the students with the various channels of distribution.
- The learner will be able to design and manage different marketing channels.

COURSE CONTENT

UNIT-I: Product Management

Product Management; Product Planning and Strategic Implications; New Product Development; Competitor Analysis; Customer Analysis.

UNIT-II: Brand Management

Introduction to Brands; Concept of Branding; Brand Equity; Brand Equity Models; Branding Strategies; Managing Brand Overtime; Emerging Trends and Issues in Branding.

UNIT-III: Channel Management-I

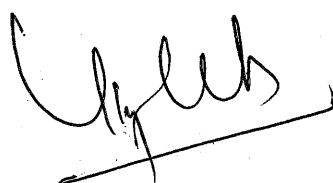
Marketing Channels; Role of Channels in marketing; Wholesalers, Retailers and Facilitating Agencies; Channel Conflicts Resolution; Communication in Marketing Channels.

UNIT-IV: Channel Management-II

Designing marketing channels; Managing Wholesalers and Franchises; Marketing channels for services; E-marketing channels; Omni-channels and Marketing. Future Trends in Channel Management.

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



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Management Science for Decision Making
Course No.: P2MBTC203
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE: The course aims to Introduce the principles, scope, and importance of Management Science in effective decision-making. Enable students to model and solve real-world business problems using Linear Programming and its extensions. Equip students with tools and techniques to optimize resource allocation using transportation, assignment, and scheduling models. Impart project management skills using PERT-CPM and introduce simulation as a decision-support tool for uncertain and dynamic environments

COURSE OUTCOMES

- Explain the nature and role of Management Science and apply Linear Programming models (Graphical and Simplex) to optimize managerial decisions
- Formulate and solve transportation and assignment problems, including unbalanced and degenerate cases, using methods like VAM and Hungarian method.
- Analyze complex business situations using Travelling Salesman, Vehicle Routing, and Job Scheduling problems
- Evaluate decision-making scenarios using decision theory, and model competitive strategies through game theory techniques.
- Apply project management techniques (PERT-CPM) to plan, analyze, and control business projects.
- Develop and analyze simulation models (including Monte Carlo) to address uncertainty in inventory, queuing, and other managerial functions

COURSE CONTENT

Unit I: Introduction to Management Science and Linear Programming

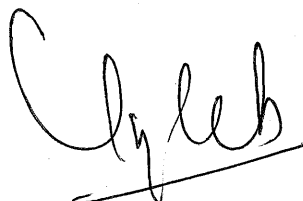
Nature, scope, and significance of Management Science, Role of quantitative techniques in managerial decision-making, Linear Programming Problem (LPP): Formulation of business problems, Graphical Method and Simplex Method, Special cases: Unbounded solutions, infeasibility, degeneracy, multiple solutions, Duality in LPP and economic interpretation

Unit II: Transportation and Assignment Models

initial basic feasible solution using the North West Corner Method, Lowest Cost Entry Method, and Vogel's Approximation Method. Unbalanced Transportation Problems. Degenerate Transportation Problems, Assignment Problem as a special case of Linear Programming Problem. Hungarian Method, Other important LPP Problems, Travelling Salesman Problem Vehicle Routing Problem, Job Scheduling Problem

Unit III: Decision Theory and Game Theory

Decision-making under certainty, risk, and uncertainty, Payoff tables and decision criteria: Maximax, Maximin, Minimax Regret, Hurwicz, EMV, EPC, EVPI, EOL, Decision Tree Analysis, Deterministic and Probabilistic decision trees. Game Theory: Two-person zero-sum games, Pure and mixed strategies, solving games using dominance and graphical method



Syllabi of MBA-Two year as per NEP-2020

Semester-II

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

Course Title: Management Science for Decision Making

Course No.: P2MBTC203

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

Total Credits: 4

Unit IV Project Management and Simulation

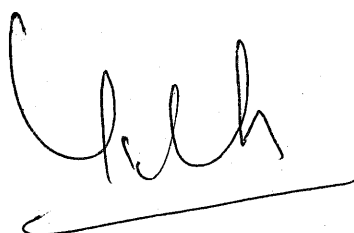
Introduction to PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method), Constructing project networks, identifying the critical path, Slack and float; crashing and time-cost trade-off, Probability analysis of project completion times using PERT, Simulation Techniques: Introduction to simulation: Concept, scope, and applications in management, Types of simulation: Monte Carlo simulation, Steps in developing simulation models, Applications in inventory management, queuing, and risk analysis, Advantages and limitations of simulation, Hands-on problem-solving using spreadsheet-based simulation (e.g., Excel or Solver)

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:

- Taha, H. A. – *Operations Research: An Introduction*, Pearson Education
- Anderson, Sweeney & Williams – *Quantitative Methods for Business*, Cengage Learning
- Vohra, N.D. – *Quantitative Techniques in Management*, McGraw-Hill
- Paneerselvam, R. – *Operations Research*, PHI Learning
- Hillier, F.S. & Lieberman, G.J. – *Introduction to Operations Research*, McGraw-Hill
- Winston, Wayne L. – *Operations Research: Applications and Algorithms*, Cengage Learning
- V.K.Kapoor- *Operation Research*, Sultan Chand Publishing



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Human Resource Management
Course No.: P2MBTC204
Total Credits: 4
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

OBJECTIVE

The objective of this course is to sensitize the students with the various facets of managing people and developing an understanding of the various policies and practices of Human Resource Management.

COURSE OUTCOMES

The successful completion of this course shall enable the student:

1. To introduce the fundamental principles and practices of Human Resource Management (HRM).
2. To understand the strategic role of HRM in achieving organizational objectives.
3. To acquaint with the concepts and practices of Industrial Relations (IR) for understanding labour-management relations.
4. To apprise about the legal requirement around the domain of labour laws for effective people management.

COURSE CONTENT

Unit I

Introduction to Human Resource Management(HRM): Overview and Significance; Evolution of HRM and its strategic role; HRM vs. Personnel Management, Functions of HRM, Role and competencies of HR manager; Training and Development for HR professionals; Employee engagement & retention in modern organizations.

Unit II

Manpower Planning; Recruitment and Selection; Job Analysis; Performance Appraisal systems: methods and challenges; Potential Appraisal, Compensation Management: components, systems and strategies; Job Evaluation.

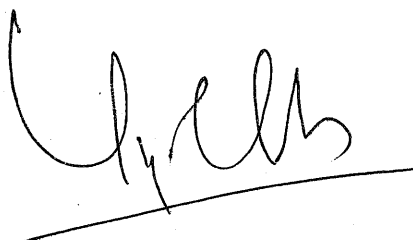
Unit III

Fundamentals of Industrial Relations(IR): Meaning, Objectives, and Scope; Stakeholders in IR; Perspectives in IR: Unitary, Pluralist and Marxist; Legal frameworks: Industrial Disputes Act, Trade Union Act, Minimum Wages Act, Payment of Wages Act, Occupational Safety, Health and Working Conditions code.

Unit IV

Industrial Disputes: Causes, types, and Settlement Machinery; Collective bargaining: concept, process, types, and effectiveness; Role of labor courts, tribunals, and arbitration; Workers' participation in Management; Grievance handling and Disciplinary procedures; Industrial democracy and labor welfare; Impact of globalization, automation and labour reforms on IR.

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



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Human Resource Management
Course No.: P2MBTC204
Total Credits: 4
Duration of Examination: 3 hours

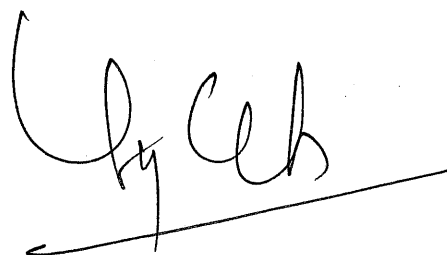
Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

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:

- C.S.Venkata,Ratnam, 'Globalisation and Labour Management Relations', Response Books, (2001).
- Cascio W.F., Nambudiri Ranjeet, "Managing Human Resources" Tata Mc Graw - Hill (2010), latest edition.
- Desseler, Gary, "A framework for Human Resource Management", Pearson education (2010), (Latest Edition).
- Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, (1997).
- Haldar Uday, Sarkar Juthika, "Human Resource management", Oxford University press (2012), (Latest edition).
- Lynton R.P., Pareek Udai., Training and Development, Sage publication India pvt. Ltd (2011) 3rd Edition.
- Mejia L.R.G, Balkin D.B, Cardy R.L, "Managing Human Resources", PHI learning Private limited (2012), 7th Edition.
- Memoria,C.B;Rao,Subha.P;Memoria,S."Dynamics of Industrial Relations", Himalaya Publishing House.
- Monappa,Arun Industrial Relations, Tata McGraw-Hill , New Delhi.
- Rao, VSP, "Human Resource management Text and cases" Excel books (2010), 3rd edition.



Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Human Resource Management
Course No.: P2MBTC204
Total Credits: 4
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks

- Rohmetra ,Neelu, “Human Resource Development in Commercial Banks in India”, Ashgate Publishing Co., UK (1998).
- Rohmetra, Neelu, Singh B.P and Sharma. Vishal, “Business Dynamics: Contemporary Issues and Challenges”, Excel Books, New Delhi, (2014).
- Rohmetra, Neelu, Singh B.P and Sharma Vishal, “Sustainable Business Practices” Excel Books (2014).

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Syllabi of MBA-Two year as per NEP-2020

Semester-II

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

Course Title: Financial Management

Course No.: P2MBTC205

Total Credits: 4

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

OBJECTIVE: The purpose of this course is to enable the audience to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. The course starts with a discussion on the valuation and proceeds to long term investment decisions. The capital structure and sources of finance are discussed next with a detailed analysis of the concept of leverage. The detailed analysis of the dividend decision of a firm and all related issues will be taken up in the subsequent classes. The course will be complete with a preliminary discussion on working capital management.

COURSE OUTCOMES: By the end of this course, a student would learn:

- Identify financial challenges faced by a business enterprise,
- Apply Tools and techniques for making financial decisions,
- Analyze Financial management practices in corporate sector.
- Integrate the concept and apply the financial concepts to do the capital budgeting.

COURSE CONTENT

Unit-I

Introduction to financial management, Objectives of finance - Profit vs. Wealth Maximization; Risk-Return tradeoff; concept of Time Value of Money.

Unit-II

Cost of capital: Debts vs Equity, cost of capital capital budgeting decisions. Capital Budgeting Methods; Traditional and DCF methods.

Unit-III

Capitalization, over capitalization and under capitalization, concept of leverage Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories - The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory - A critical appraisal

Unit-IV

Dividends and value of the firm – Dividend Theory, Gordon & Walter's Model.

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, Approaches to financing working capital.

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-Two year as per NEP-2020

Semester-II

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

Course Title: Financial Management

Maximum Marks: 100 Marks

Course No.: P2MBTC205

Internal Assessment: 40 Marks

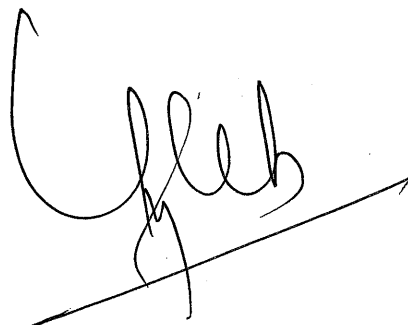
Total Credits: 4

Semester Examination: 60 Marks

Duration of Examination: 3 hours

Suggested Readings

- IM Pandey Financial Management
- M.Y. Khan, P K Jain Financial Management - Text and Problems
- Prasana Chandra Financial Management Theory and Practice
- Shashi K. Gupta, R.K. Sharma Financial Management
- Rajiv Srivastava, Anil Mishra Financial Management
- James C Van Home, Sanjay Dhamija, Financial Management and Policy
- IM Pandey, Cases in Financial Management
- Chandra & Iyer Financial Management

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Syllabi of MBA-Two year as per NEP-2020

Semester-II

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

Course Title: Production and Operations Management

Course No.: P2MBTC206

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester Examination: 60 Marks

Total Credits: 4

OBJECTIVE: The course introduces concepts of production and operation management in an organization and expose to analytical methods. It also enables students to understand basic Management Decisions with respect to Production and operation management.

COURSE OUTCOME

- Understand the role of operations management in achieving organizational competitiveness.
- Appreciate the concepts of lean production and maintenance management in operations.
- Comprehend key decision areas of operations and analyze data for effective decision making in operations management.

COURSE CONTENT

Unit I

Nature and Scope of Production Management, Types of Production System - Flow Shop, Job Shop, Batch Manufacturing, Facility Location, Location Analysis Techniques, Facility Layout - Basic types of layouts, Product design; types of products and designing, evaluation of design

Unit II

Capacity Planning – concepts, Capacity Planning Decisions, Aggregate Planning, approaches to Aggregate planning, Line balancing.

Production Planning & Control (PPC), Scheduling, Loading & Sequencing, Productivity; Work Study - Method Study, Time Study; Work Measurement.

Unit III

Material Management - Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control.

Objectives of Inventory management and control, Fixed Order Quantity or 'Q' system, Fixed Order Quantity or 'Q' system, Fixed Order Period System or 'P' system, Inventory control techniques- ABC, VED, FSN, EOQ, JIT manufacturing

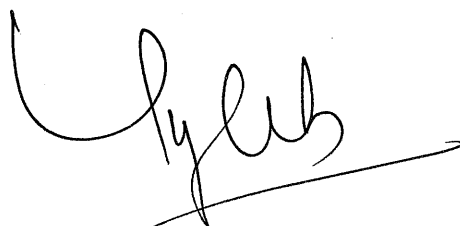
Unit IV

Evolution of Quality Management- Modern Quality Management; Total Quality Management; QC Tools; Introduction to Six Sigma; Quality issues in Services

Emerging trends in operation management – Business Process Re-engineering, Lean manufacturing, Kanban Production System; PERT & CPM, Supply Chain Management.

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-Two year as per NEP-2020

Semester-II

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

Course Title: Production and Operations Management

Maximum Marks: 100 Marks

Course No.: P2MBTC206

Internal Assessment: 40 Marks

Duration of Examination: 3 hours

Semester Examination: 60 Marks

Total Credits: 4

Suggested Readings

- Production / Operations Management, Case Study Solution H.Kaushal
- Production and Operations Management Ajay K Garg
- Operations Management Kenneth K. Boyer, Rohit Verma
- Production and Operational Management K.Ashwathappa, Sreedhar Bhat
- Production management Adam, E. and Elbert R.J
- Operations Management Schroedor
- Production and Operation Management S.A. Chunawalla and D.R. Patel

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Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

**Course Title: Management Information and
Decision Support Systems**
Course No.: P2MBTC207
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

OBJECTIVE: The objective of the course is to prepare students for digital process innovations needed in business organisations. This will enable to identify and evaluate decisions to compete in the digital age

COURSE OUTCOMES:

- Students will be aware about the role of new age technologies in communication, collaboration and coordination to achieve business efficiency and effectiveness
- Students will be able to take informed decisions about IS Interventions in respective organisations

COURSE CONTENT

Unit I

Core Concepts in Management Information Systems, Enterprise Information Systems-types and significance, Strategic orientation of IS, Strategic Information Systems, Planning for IS Infrastructure

Unit II

Intranets, Extranets and Internet, Online Models and Business Processes, Resource Requirements for hardware and software, Information systems enabled organisations

Unit III

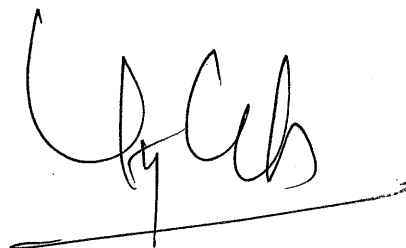
Telecommunications and Networks, Significance of Data Resource Management, Traditional vs. Modern approach to systems development, flexibility, integrity, control Issues in software

Unit IV

Decision Support Systems, Expert systems, Group Decision Support Systems, Knowledge information systems

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.



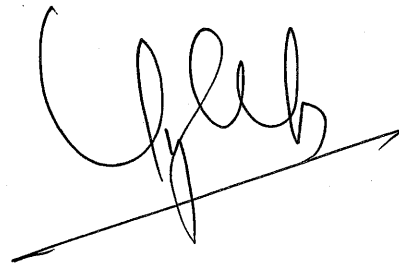
Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

**Course Title: Management Information and
Decision Support Systems**
Course No.: P2MBTC207
Duration of Examination: 3 hours

Maximum Marks: 100 Marks
Internal Assessment: 40 Marks
Semester Examination: 60 Marks
Total Credits: 4

Suggested Readings

- Jaiswal M and Mittal M, Management Information Systems, Oxford University Press
- Kumar Muneesh, Business Information Systems , Vikas Publishing
- Laudon and Laudon, Management Information systems, Prentice Hall
- James A O Brien Management Information Systems

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Syllabi of MBA-Two year as per NEP-2020
Semester-II
(Examinations to be held in May 2026, 2027 and 2028)

Course Title: Project Report on Summer Training
Course No.: P2MBVC251

Maximum Marks: 100 Marks
Total Credits: 4

NOTE:

Every MBA student will be required to work on an assignment/project with a company or an organization for a period of eight to ten weeks after completion of his/her second semester exams (i.e., between June and August).

The summer placement is a compulsory credit requirement of the MBA Program and carries three credits. The Department will assist the students in finding suitable summer assignments. The summer placement aims at achieving the following objectives:

- (a) Widening the horizon of students by providing them an opportunity to work in real organizations.
- (b) Getting the hands-on experience of day-to-day challenges of real business organizations and resolving such challenges by applying their knowledge and understanding of such situations developed through their MBA curriculum.
- (c) Providing students an opportunity to network with a prospective employer and exploring possibilities of getting a pre-placement job offers.
- (d) Honing the skills of students to present their summer internship work in the form of Project Reports.
- (e) Enriching of CVs of students by providing them the opportunity to work on real-life projects and then mentioning the same in their CVs.

Each student will be working under a company mentor in his/her organization and needs to sincerely work on the assigned project/tasks under the guidance of company mentor and are encouraged to acquire Pre-Placement Offers (PPOs) Before proceeding for their summer internship, every student will also be assigned a faculty mentor. Every student needs to keep his/her faculty guide updated of his/her summer internship work/project progress through a fortnightly report.

Post completion of his/her SIP, the student necessarily needs to submit the following to the Department for registration into Semester III:

- (i) a detailed report of the internship project/tasks
- (ii) a certificate from the host organization on its letterhead certifying the completion of the SIP. No students will be allowed to register for the second year without these documents.

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SEMESTER III

Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Skill Development for Sales

Course No.: P2MBRC301

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, Expending 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-Two year as per NEP-2020

Semester-III

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

Course Title: Indian Ethos and Human Values: Cases

and Workshop

Course No.: P2MBRC302

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 McGraw 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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Consumer Behaviour
Course No.: P2MB TE311
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

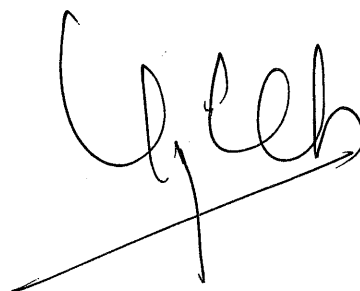
External Influences on Consumer Behaviour: Household & Family Influences, Social Class, Cultural Influences, Opinion Leadership, Group Dynamics and Reference Groups, Diffusion of Innovations.

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.



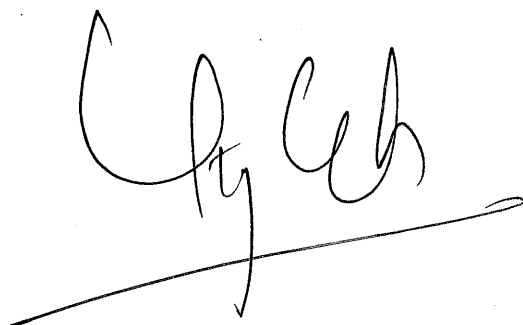
Syllabi of MBA-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Consumer Behaviour
Course No.: P2MB TE311
Duration of Examination: 3hrs
Total Credits: 04

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

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.
- Hawkinds 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-Two year as per NEP-2020

Semester-III

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

Course Title: Digital Marketing

Course No.: P2MB TE312

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

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

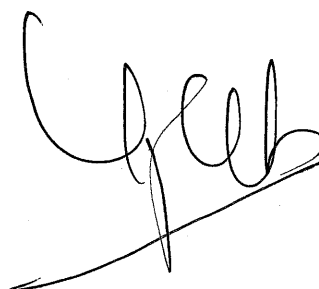
Introduction to Digital Marketing Concepts: What is Digital Marketing & Its Need, Digital Marketing Terminology (Audience, Backlinks, Bot, CTR, Conversion, CTA, Keyword, Lead, Session, URL, PPC, CPC, Search Engine, Web Crawlers, Web Traffic) Digital vs Traditional Marketing, Digital Media & Marketing 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-Two year as per NEP-2020

Semester-III

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

Course Title: Digital Marketing

Max. Marks: 100 marks

Course No.: P2MB TE312

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Unit IV: Digital Marketing in Action (Part 2)

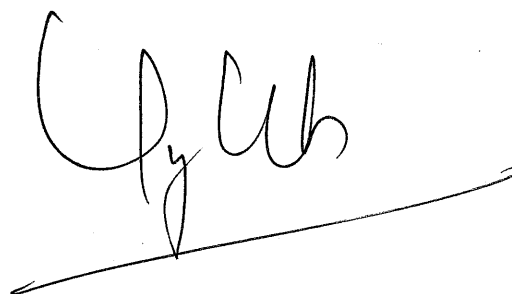
Understanding Search Engines, SERP (Search Engine Results Page), SEM, SEO (Search Engine Optimization), Role of Analytics in Digital Marketing, Reassessing your Digital Marketing Strategy, Achieving Max ROI.

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 (4th ed.), Kogan Page



Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Integrated Marketing Communications

Max. Marks: 100 marks

Course No.: P2MB TE313

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-Two year as per NEP-2020

Semester-III

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

Course Title: Integrated Marketing Communications

Max. Marks: 100 marks

Course No.: P2MB TE313

Internal Assessment: 40 marks

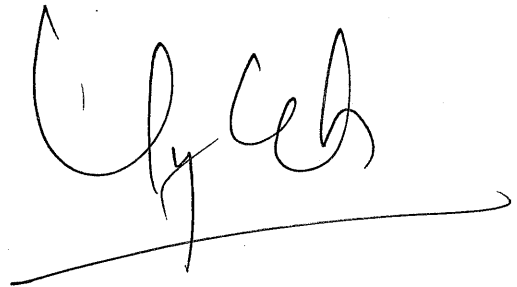
Duration of Examination: 3hrs

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Services Marketing
Course No.: P2MB TE314
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

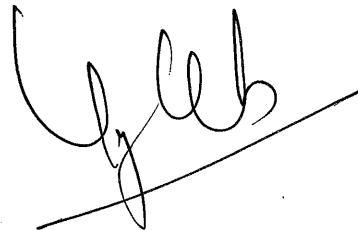
Unit III

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Services Marketing
Course No.: P2MB TE314
Duration of Examination: 3hrs
Total Credits: 04

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

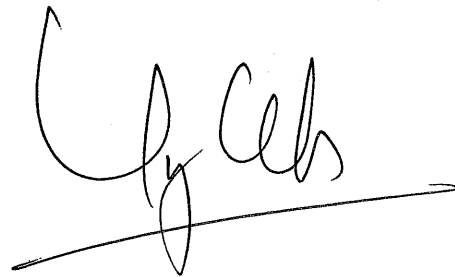
Note for Major Test.

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:

- 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 'C. Chatterjee', with a long horizontal line extending from the bottom of the signature.

Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Retail Management

Max. Marks: 100 marks

Course No.: P2MB TE315

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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-Two year as per NEP-2020

Semester-III

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

Course Title: Retail Management

Max. Marks: 100 marks

Course No.: P2MB TE315

Internal Assessment: 40 marks

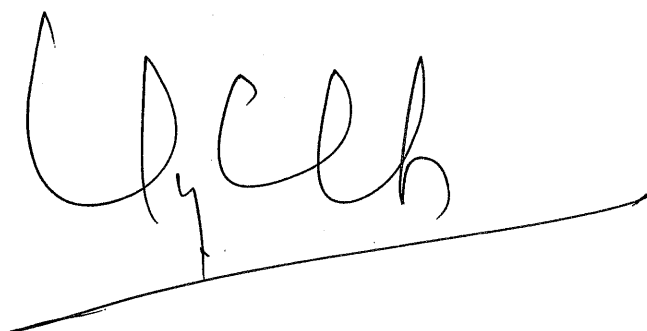
Duration of Examination: 3hrs

External Assessment: 60 marks

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)



Elective 2-Finance

Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Security Analysis and Portfolio Management

Max. Marks: 100 marks

Course No.: P2MB TE321

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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

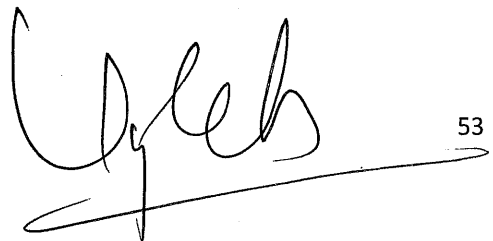
Markowitz's Portfolio Theory, Investor Life cycle; Investment constraints; Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, SML/CML.

Unit-IV

Passive vs. Active Management, Single Index Model, passive management, Portfolio Evaluation: Composite Portfolio Performance, Sharpe, Treynor and Jensen 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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE321

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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-Two year as per NEP-2020

Semester-III

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

Course Title: Management of Financial Services

Max. Marks: 100 marks

Course No.: P2MB TE322

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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 overfall 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

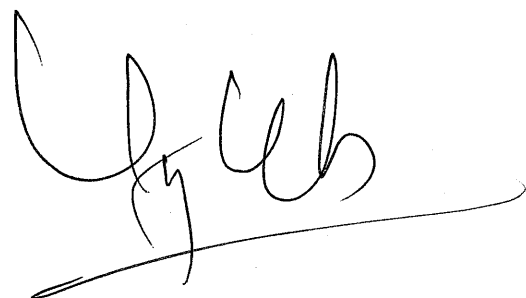
Merchant banking services - Initial Public Offering, issue management, pre and post issue services. Strategic financial decisions and Corporate restructuring services - mergers, acquisitions, amalgamations and takeovers.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Management of Financial Services

Max. Marks: 100 marks

Course No.: P2MB TE322

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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.

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Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Risk Management and Insurance

Max. Marks: 100 marks

Course No.: P2MB TE323

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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

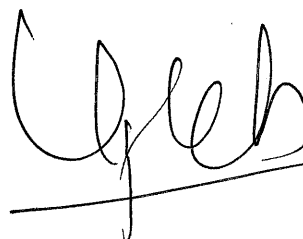
Insurance intermediaries and their functioning, Risks in providing Insurance services, Reinsurance types and Techniques. Basic components and Contractual Provisions of Life Insurance, Types of Life Insurance Policies, Life Insurance Claims-types, procedure, and claim amount.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Risk Management and Insurance

Max. Marks: 100 marks

Course No.: P2MB TE323

Internal Assessment: 40 marks

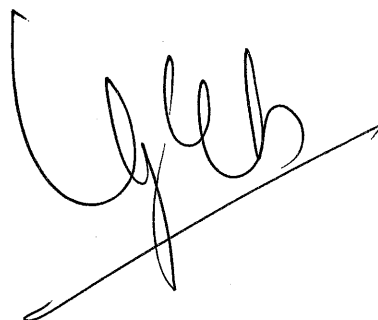
Duration of Examination: 3hrs

External Assessment: 60 marks

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: International Financial Management

Max. Marks: 100 marks

Course No.: P2MB TE324

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


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Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: International Financial Management

Max. Marks: 100 marks

Course No.: P2MB TE324

Internal Assessment: 40 marks

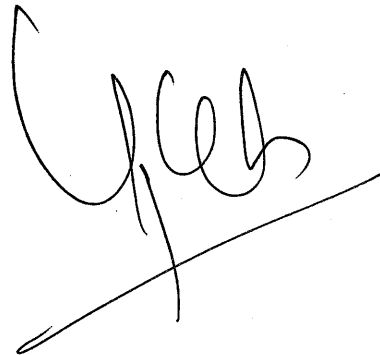
Duration of Examination: 3hrs

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

A handwritten signature in black ink, consisting of stylized cursive letters, possibly reading 'G. S. S.', followed by a long horizontal stroke.

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

Course Title: Financial Derivative
Course No.: P2MB TE325
Duration of Examination: 3hrs
Total Credits: 04

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

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

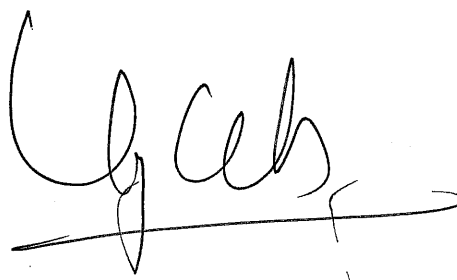
Specifications of the Futures Contract-Concept of margin and Settlement. Hedging- Basic Long and Short Hedges, Cross Hedging, Hedge Ratio. Basis Risk-Basis Risk and Hedging, Basis versus Price Risk.

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Financial Derivative
Course No.: P2MB TE325
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:

- 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

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Elective 3-Human Resource Management

Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Leadership and Decision-Making

Max. Marks: 100 marks

Course No.: P2MB TE331

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

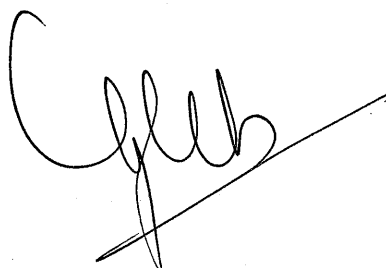
Qualities of inspirational leaders; Building Self-confidence; Self-disclosure, seeking feedback, self-reflection, introspection and self-management; SWOT analysis, Gender and leadership; Success stories of great leaders.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Leadership and Decision-Making

Max. Marks: 100 marks

Course No.: P2MB TE331

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. 7th Edition.
- Paolo Boccardelli, Federica Brunetta, Leadership and Strategic Management Decision-Making in Times of Change, 1st edition 2024, Routledge.
- Peter G. Northouse, Leadership Theory and Practice, 7th 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-Two year as per NEP-2020

Semester-III

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

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: P2MB TE332

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

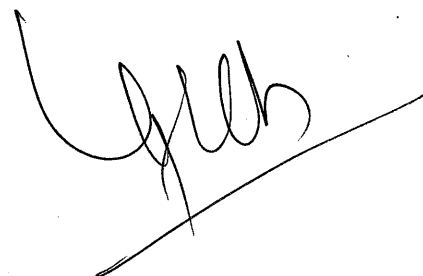
Understanding Change; Nature, Forces, Types and Importance; Change Management Challenges; Organizing for Change Levers; Key Roles of Organizational Change; Building a Culture of Change; Steps in Change Management; Manager as a Change Agent.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: P2MB TE332

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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.

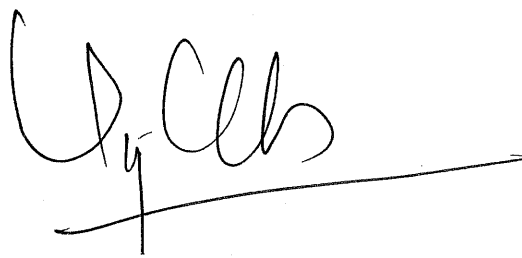
Note: Discussion of cases shall be an important constituent of teaching pedagogy to promote analytical ability and critical thinking.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: P2MB TE332

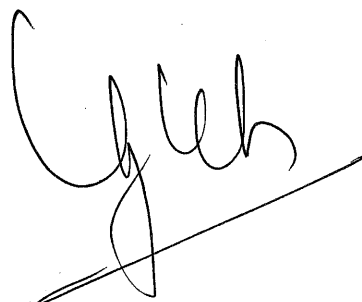
Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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.

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Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Diversity and Cross- Cultural Management

Max. Marks: 100 marks

Course No.: P2MB TE333

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

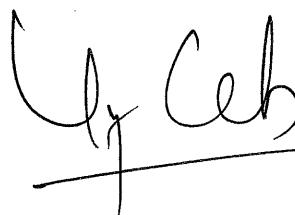
Cross- Cultural Management: Meaning and Concept; Fundamentals of Cross-Cultural Interaction; Global Strategy and Culture; Developing a multicultural organization; Work Behaviour and Management Values across Cultures: National Culture Vs Organizational Culture; Cultural Intelligence (CQ); Cross-Cultural 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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE333

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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE334

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE334

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.

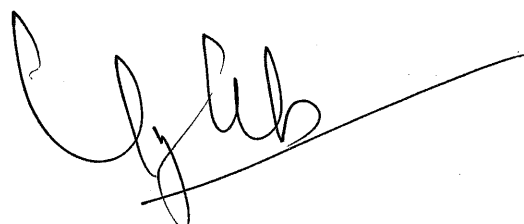
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Suggested Reading:

- 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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE334

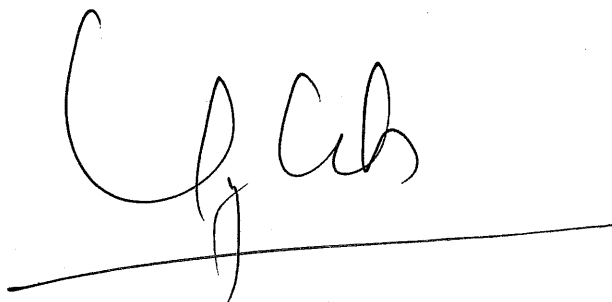
Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: International Human Resource Management

Max. Marks: 100 marks

Course No.: P2MB TE335

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: International Human Resource Management

Max. Marks: 100 marks

Course No.: P2MB TE335

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.

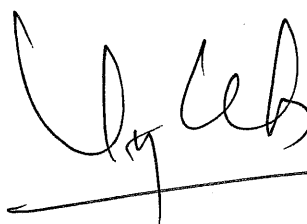
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Note for Major Test.

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Global Business Operations

Max. Marks: 100 marks

Course No.: P2MB TE341

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

Total Credits: 04

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.

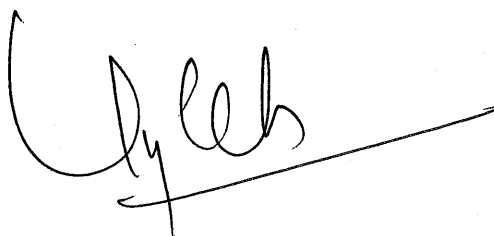
COURSE OUTCOME

- 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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Global Business Operations

Max. Marks: 100 marks

Course No.: P2MB TE341

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

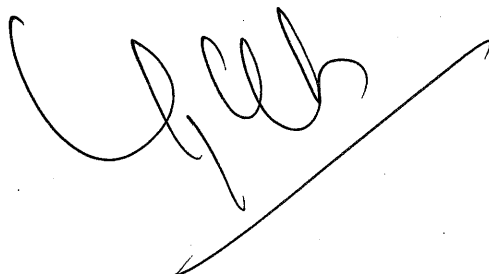
INCOTERMS and their practical application in contracts, Export documentation: invoices, packing lists, certificates of origin, bills of lading, Managing financial risk in global trade, Payment methods: advance payment, open account, documentary collections, and letters of credit, Trade financing options: 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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Global Business Operations

Max. Marks: 100 marks

Course No.: P2MB TE341

Internal Assessment: 40 marks

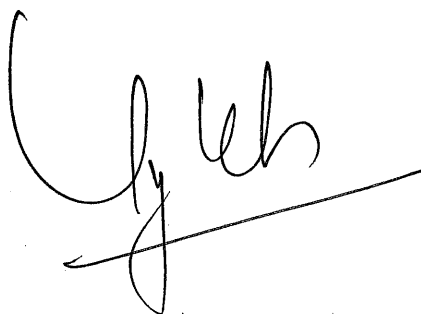
Duration of Examination: 3hrs

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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Supply Chain Management

Course No.: P2MB TE342

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

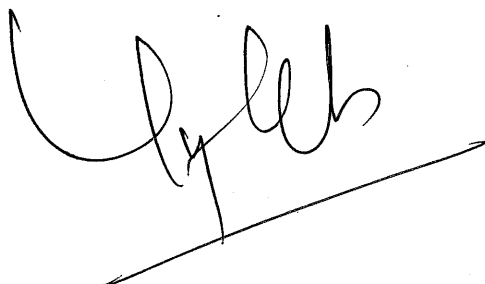
Value of Information and Order Management: Components and Elements of Order Management; Demand Forecasting and Management: Impact of forecast on SCM, Effective Forecasting Process and Techniques; Inventory Management, ABC Analysis, VED Matrix, MRP and DRP, Just in Time system; Warehousing and Materials 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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Supply Chain Management

Course No.: P2MB TE342

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

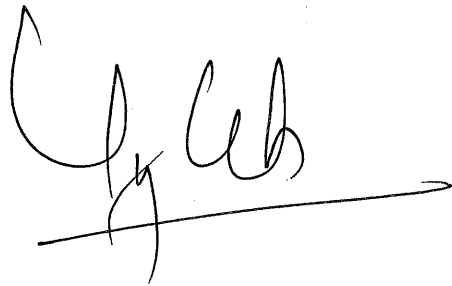
External Assessment: 60 marks

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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-Two year as per NEP-2020

Semester-III

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

Course Title: E-Commerce Strategies and Applications

Max. Marks: 100 marks

Course No.: P2MB TE343

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

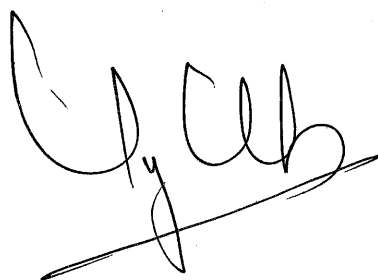
Business Strategies for E-Commerce: Selling on Web, B2B E-Commerce, Improving Cost and Efficiency, Social Networking, Mobile Commerce, online auctions, E-Commerce Environment- Legal, ethical and tax issues

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



Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: E-Commerce Strategies and Applications

Max. Marks: 100 marks

Course No.: P2MB TE343

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

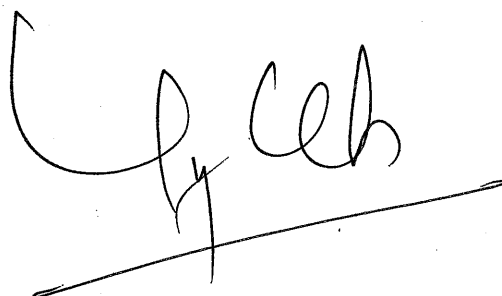
Total Credits: 04

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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



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

Course Title: Customer Relationship Management & Business Intelligence

Max. Marks: 100 marks

Course No.: P2MB TE344

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

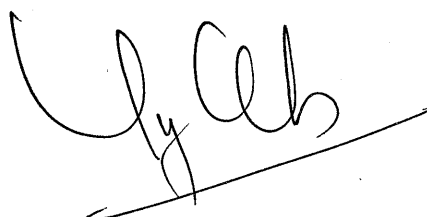
Conceptual Foundations of CRM: Evolution, Purpose, and Scope, CRM as a Core Business Strategy and Competitive Advantage, Key Components and Processes of CRM Systems, Understanding the Customer-Supplier Relationship: Historical Perspective and Changing Dynamics, Designing and Implementing Successful CRM 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-Two year as per NEP-2020

Semester-III

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

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

Max. Marks: 100 marks

Course No.: P2MB TE344

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

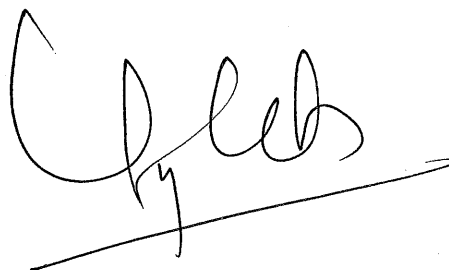
Unit IV: Technological Enablers and the Future of CRM Call Center Management as a CRM Touchpoint, The Digital Interface: Role of Websites and Traffic Generation, Performance Metrics and ROI in CRM Campaigns, Technology Architecture: CRM Systems, Data Warehousing, and Data Marts, Integrated Systems: Campaign 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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Business Analytics
Course No.: P2MB TE345
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-Two year as per NEP-2020
Semester-III
(Examinations to be held in December 2026, 2027 and 2028)

Course Title: Business Analytics
Course No.: P2MB TE345
Duration of Examination: 3hrs
Total Credits: 04

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

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-Two year as per NEP-2020

Semester-III

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

Course Title: Innovation and Design Thinking for

Entrepreneurship

Course No.: P2MBTE351

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

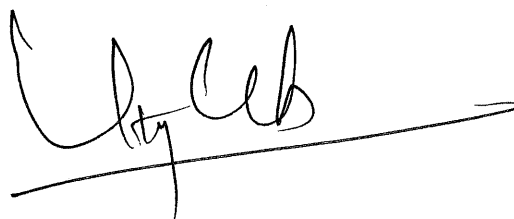
Business opportunity identification and idea generation, preparing project report and feasibility analysis, entrepreneurship training and development, contemporary methods of training, institutional aid in entrepreneurship development, financing entrepreneurship.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Innovation and Design Thinking for

Entrepreneurship

Course No.: P2MBTE351

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-Two year as per NEP-2020

Semester-III

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

Course Title: Family Business Management

Course No.: P2MBTE352

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

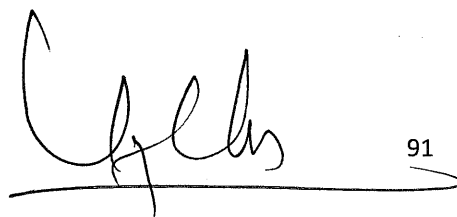
Governance of Family Firms: Need, Shareholder Priorities: Managers vs Owners, Effective Governance of the shareholder-firm relationship. Family Governance: structure and challenges, Enterprise Sustainability: Twelve elements of strategic –fit, Conflict management.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Family Business Management

Course No.: P2MBTE352

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.

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Syllabi of MBA-Two year as per NEP-2020

Semester-III

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

Course Title: Social Entrepreneurship

Course No.: P2MBTE353

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

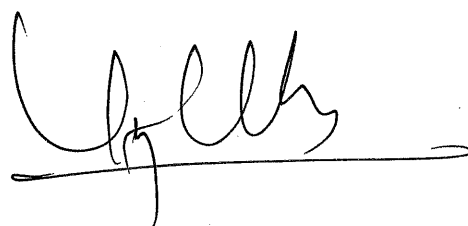
Qualities and Skills of Social Entrepreneurs, target groups in social entrepreneurship, women as social entrepreneurs, Models and frameworks: Timmons Model of the Entrepreneurship Process, The PCDO frame work, The Case Model, Success stories of social entrepreneurship.

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-Two year as per NEP-2020

Semester-III

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

Course Title: Social Entrepreneurship

Course No.: P2MBTE353

Duration of Examination: 3 hours

Maximum Marks: 100 Marks

Internal Assessment: 40 Marks

Semester End Examination: 60 Marks

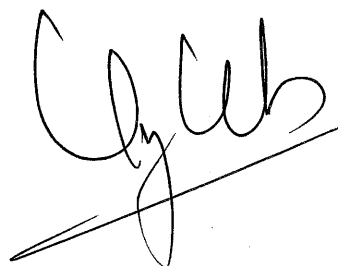
Total Credits: 4

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.



SEMESTER IV

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

Course Title: Project Management
Course No.: P2MBTC401
Duration of Examination: 3hrs
Total Credits: 04

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

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

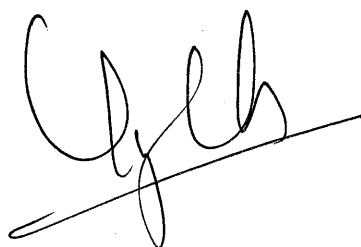
Project Control: approaches to project control, project control process. Project Audit

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-Two year as per NEP-2020
Semester-IV
(Examinations to be held in May 2027, 2028 and 2029)

Course Title: Project Management

Course No.: P2MBTC401

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

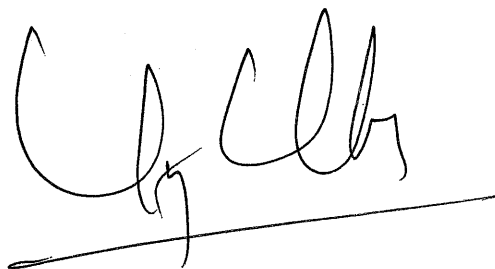
External Assessment: 60marks

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



Syllabi of MBA-Two year as per NEP-2020

Semester-IV

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

Course Title: Strategic Management

Max. Marks: 100 marks

Course No.: P2MBTC402

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60 marks

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

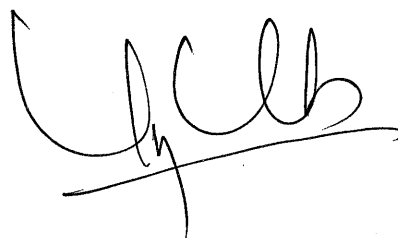
Structural implementation, Strategic evaluation and Control, Corporate Governance and ethics Management, Corporate sustainability for Strategic Management

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-Two year as per NEP-2020

Semester-IV

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

Course Title: Strategic Management

Course No.: P2MBTC402

Duration of Examination: 3hrs

Total Credits: 04

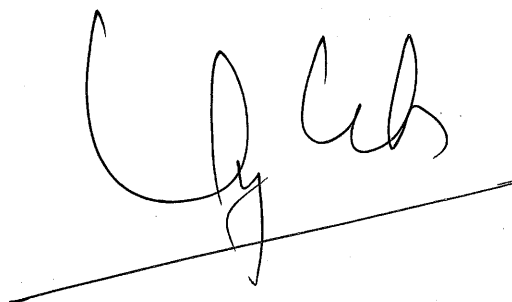
Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60 marks

Suggested Readings

- Strategic Management, Hitt, Ireland, Hoskisson, Manikuttu, Cengage Learning, 9th 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, 19th edition (2014).
- Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 4th edition (2016)
- Strategic Management, Fred R David, PHI Learning, 13th Edition (2008)
- Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 5th Edition (2010)
- Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 11th Edition (2014).

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Syllabi of MBA-Two year as per NEP-2020

Semester-IV

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

Course Title: Project/Research

Max. Marks: 400 marks

Course No.: P2MBRC403

Total Credits: 16

OBJECTIVE: The objective of this course is to apply management theories and concepts to real-world business challenges. The course will help students to develop and refine research, data analysis, and interpretation abilities.

COURSE OUTCOMES

- Demonstrate in-depth knowledge and application of business principles
- Develop and refine research and analytical skills
- Enhance problem-solving and decision-making capabilities
- Bridge the gap between theory and practice

NOTE:

Project work is a course involving application of knowledge in solving/analysing/ exploring real-life situations/ difficult problems/ data analysis, etc. Students are required to take up a research project under the guidance of faculty members. The students are expected to complete the research project in the eighth semester.

The faculty Mentors will be allotted for Project/Research(P2MBRC403). 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)

