



VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)

(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)

PALLAVARAM, THALAMBUR, PERIYAPALAYAM - CHENNAI

ACCREDITED BY NAAC WITH 'A++' GRADE

Programme Project Report (PPR)



Master of Business Administration (MBA)

Online Learning (OL) - Mode



Centre for Distance and Online Education

Velan Nagar P.V. Vaithiyalingam Road Pallavaram Chennai – 600 117.

E-mail : director.cdое@vistas.ac.in / www.vistascdое.in

Vels Institute of Science, Technology & Advanced Studies (VISTAS)

Centre for Distance and Online Education (CDOE)

School of Management Studies

Department of MBA

Master of Business Administration (M.B.A)

Under Semester Pattern

(From Academic Year 2025-2026 onwards)



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)

(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)

PALLAVARAM, THALAMBUR, PERIYAPALAYAM-CHENNAI

ACCREDITED BY NAAC WITH 'A++' GRADE

**MBA-Programme Project Report (PPR) &
Regulations with Detailed Syllabus**

Online (OL) Mode

Master of Business Administration (MBA)-OL Mode

Under Semester Pattern

Programme Project Report (PPR)

(From Academic Year 2025-2026 onwards)

(i).Programme's Mission & Objectives

The main objective of an MBA degree Programme is to develop the critical thinking, analytical ability for decision making. A resume with MBA degree will give confidence and improve negotiation skills with good communication and design thinking with rational judgement. Obtaining MBA degree substantially boosts the career and employment prospects. This also kindles the entrepreneurial skill of an individual. The Online (OL) Programme in VISTAS has earned the brand name in the educational sector of India, with NAAC and NBA accreditations as a feather to their cap. The University and Department is taking all these credits to online education and open learning as more beneficiaries can enjoy the fruit of this Programme.

Mission

- To provide an affordable opportunity for diverse group of students and other stakeholders to learn by synergizing education, research, innovation and outreach efforts.
- To inculcate self-discipline, values, ethics and devotion to duty among the students to make them good citizens, leaders, professionals & entrepreneurs.
- To develop the future business leaders through imparting high quality of analytical ability & decision-making capability.
- To offer exposure to global business standards and inculcate strategic management aspiration.

(ii).Relevance of the Programme with HEI's Mission and Goals

The Programme is entirely in line with the strategic goals and its mission and vision of the Institute to provide excellent professional education, nurturing entrepreneurship and business skills for the benefit of society. The Programme is also consistent with Higher Education policy visualizes to transform society into a knowledge society and make education a tool to realize knowledge, economic development, and inclusive growth. The Programme makes the candidates to recognize the dynamics and complexities of business organizations. In congruence with goals of the VISTAS the Programme also envisages to provide skilled manpower to the professional, industrial and service sectors in the country so as to meet the global demands. The Programme also aims at making the students fit for taking up various jobs and to initiate and run self-employment ventures.

(iii).Nature of Prospective Target Group of Learners

In the digital era, skill enhancement and knowledge acquisition are the gears that help the working professional to sustain in the job and propel to greater heights in the careers. Working Professionals and the person who are not able to continue his/her education through regular mode and would like to update themselves being at home can grab this opportunity and benefit immensely from the distance and online mode. In this Programme the candidates will learn about various managerial and operative functions of business and organization. Acquiring MBA – Master of Business Administration will ensure that the student successfully finds a proper job and/or improve their skills in their current job. MBA Programme is offered for those who aspire to acquire the knowledge and skills of various managerial aspects and those who wish to get entry level jobs in the sectors of Finance, Banking, Education, Automobile, IT & ITES, Fintech, Retail and stock market etc. Hence, the learners for this Programme are those who are employed and who find difficult to spend time on regular classes and would like to enhance competency by learning the domain expertise in Marketing, Human Resource, Finance, Systems and Operations Management.

(iv).Appropriateness of Programme to be conducted in OL Mode to Acquire Specific Skills and Competence

This Programme is intended for professional's practitioners, researchers and students from wide range of backgrounds who aim to develop their knowledge and insights pertaining to the Business. The course is designed to provide critical and applied skills to analyse, evaluate, design and implement solution and strategies with regards to business and its issues. The following are the Programme Outcomes (PO) for the MBA – Master of Business Administration

- Apply knowledge of management theories and practices to solve business problems.
- Foster Analytical and critical thinking abilities for data-based decision making.
- Ability to develop Value based Leadership ability by self -learning.
- Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- Create, select and apply appropriate modern tools & techniques for analyzing, interpreting and solving business complexities.
- Develop an aptitude for creativity, innovation and entrepreneurship.
- Adapt life-long learning and professional development to enrich knowledge and competencies

(v).Instructional Design

The Curriculum and the Syllabus for Master of Business Administration (MBA) Programme has designed covering all the aspects of management. The Master of Business Administration (MBA) Programme is offered through the Institution in Conventional Mode also. The Faculty Members available at School of Management Studies of Institution will be delivering the lectures for Master of Business Administration (MBA) Programme. The credit systems suggested as per UGC-DEB ODL&OL Regulations-2020 have been assigned to Master of Business Administration (MBA) Programme. The total number of credits assigned for the Programme is 102. The Electronic Learning Materials in the form of e-tutorials and e-content wherever required has also been developed for the Programme.

(vi).Procedure of Admission, Curriculum Transaction and Evaluation

The admission for Master of Business Administration (MBA) Programme will be carried out through On-line by VISTAS and the Online Counselling sessions will be of both Synchronize and Asynchronize mode. The evaluation will be carried by VISTAS consisting of Continuous Internal Assessment (CIA) through Assignment and External Assessment through End Semester Examination (ESE).

(a). Eligibility: Any Bachelor Degree from the recognized University / Institutions.

(b). Fee structure: Rs.26,000/- per semester (4 semesters) plus Registration charge.

(c). Age: No bar

(d) Duration of Programme: 2 years (four semester)

(e). Examination System: Examination to the Master of Business Administration (MBA) Programme is designed to maintain quality of standard. The Examination for the Master of Business Administration (MBA) Programme consists of Theory Courses and Project. Examinations will be conducted by the Institute through Online.

(1).Theory Examinations: The Theory Examinations shall be of three hours duration to each Course and conducted at the end of the semester. The candidates failing in any Course(s) will be permitted to reappear for each failed Course(s) in the subsequent examinations and it has 70% weightage.

(2). **Assignments:** The Scheme of Evaluation includes the Continuous Internal Assessment through Assignments and it carries 30% weightage.

(3). Question Pattern for Theory Examinations : Max. Marks: 70 Time: 3 hours

PART – A (10x2 =20 Marks)

Answer any **TEN** questions out of **TWELVE** questions

[All questions carry equal marks]

- (1).From Block - I
- (2).From Block - I
- (3).From Block - II
- (4).From Block - II
- (5).From Block-III
- (6).From Block-III
- (7).From Block-IV
- (8).From Block-IV
- (9).From Block-V
- (10).From Block-V
- (11).Questions can be from any two different blocks
- (12).Questions can be from any two different blocks

PART – B (5X8=40 Marks)

Answer any **FIVE** questions out of **SEVEN** questions

[All questions carry equal marks]

- (13).From Block - I
- (14).From Block – II
- (15).From Block - III
- (16).From Block - IV
- (17).From Block-V
- (18).Questions can be from any two different blocks
- (19).Questions can be from any two different blocks

PART - C (1x10=10 Marks)

- (20).CASE STUDY (Covering the Whole Course)

(4). Passing Minimum for Theory Examination

The Candidate shall be declared to have passed the examination if the candidate secures not less than 35 marks in the End Semester Examination (ESE) in each theory paper and secures not less than 15 marks in the Continuous Internal Assessment (CIA) and overall aggregated marks is 50 marks in both external and internal taken together.

Continuous Internal Assessment (CIA)		End Semester Examination(ESE)		Overall Aggregated Marks	
Minimum Pass Marks	Maximum Marks	Minimum Pass Marks	Maximum Marks	Minimum Pass Marks	Maximum Marks
15	30	35	70	50	100

Note: In case, if a learner failed to secure 50 per cent of aggregate marks, he/she may reappear in end semester examination or re-do the assignments for securing passing minimum as the case may be.

(5). Classification of Successful Candidate: Candidates who pass all the Courses and who secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.

(f). Delivery of Programme

Master of Business Administration (MBA) Programme will be offered through VISTASCDOE. The Assistant Professors/Associate Professors/ Professors of relevant faculty employed in VISTAS and other HEIs are eligible to handle Online Counselling sessions in VISTAS-CDOE for Master of Business Administration (MBA) Programme.

(g). Financial Assistance

Scholarships for SC/ST category are available as per the norms of the State Government of Tamil Nadu. Complete Admission fee waiver for the Physically Challenged/ Differently abled persons.

(h). Policy of Programme Delivery

The Academic Calendar for the Programme will be available for the learners to track down the chronological events/ happenings. The Week wise Online Counselling schedule will be uploaded in the VISTAS website and the same will be intimated to the students through SMS.

(i). Ranking

The Institute Rank shall be offered for the toppers (First Rankers) in the Institute Examination having passed their examinations in the first appearance within the prescribed duration of the respective Programme. Absence from an examination shall not be taken as an attempt. The top scorers in the Institute Rank Examination would be declared as Institute Rank Holders, irrespective of their grades/marks in their respective Institute Term End Examinations. Rank Certificate will be issued for a Programme as follows:

- There is no Rank if the learner strength of concerned Programme is below fifty.
- The learner's strength of the Programme concerned will be indicated in the Rank Certificate.
- The first Rank holder (gold medalist) will be eligible to get the rank certificate in the Institute convocation ceremony.

(j). Cancellation of Admission

Admission is liable to be cancelled at any stage on the following grounds. A candidate admitted to a Programme provisionally without verifying and ascertaining his / her eligibility for admission and found ineligible later through scrutiny of the filled-in admission form. Suppression of facts, furnishing incomplete, wrong or false information in filled-in Admission Form. Misconduct, Indiscipline and Violation of Institutions Norms, Rules & Regulations.

(k). Refund

If found ineligible later on, admission will be cancelled and claim for refund of such fees will be considered by the Institute after deduction of service charges, as applicable from time to time as per prevailing norms of the Institute.

(vii). Requirement of the laboratory support and Library Resources

The theoretical concept papers and discussions will be carried out about cases and explanation will be given through video mode, hence there is no Physical Lab requirement for Master of Business Administration (MBA) Programme.

For the Practical concept papers, the virtual lab will be made available in the VISTAS Learning Management System (LMS) created for Online Programme.

Library Books, Journals are available at VISTAS main Library and Department Library in print version and E-version .

(viii).Cost Estimate of the Programme and the Provisions

S. No	Details	Amount in (Rs.)
1.	Programme Development, Delivery and Maintenance (Expenditure)	Rs.29,36,976/-
2.	Program fee Charged for 1 Semester (Income) OL	Rs.26,000/-
3.	Examination fee Charged for 1 Semester (Income)	Rs.4,400/-
4.	Examination Expenses per student for 1 Semester (Expenditure)	Rs.4,000/-

(ix).Quality assurance mechanism and expected Programme Outcomes

VISTAS-CDOE, Centre for Internal Quality Assurance (CIQA) will monitor the delivering aspect of Master of Business Administration (MBA) Programme for maintaining quality. Feedback will be collected from the Learners and success story if any will also be shared with learners.

Programme Educational Objectives (PEOs)

- PEO1:** To provide best quality of education and prepare the students to meet global standards and competitive environment
- PEO2:** To inculcate team spirit and leadership capabilities among students to develop business leaders attain organizational development
- PEO3:** To impart ethical and moral values to create better citizens and society
- PEO4:** To develop entrepreneurial skills to think strategically and encourage them to become entrepreneurs
- PEO5:** To motivate self-learning students to participate in community development and undertake Industry research projects

Programme Outcomes (POs)

- PO1:** Apply knowledge of management theories and practices to solve business problems.
- PO2:** Foster Analytical and critical thinking abilities for data-based decision making.
- PO3:** Ability to develop Value based Leadership ability.
- PO4:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business
- PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6:** Create, select and apply appropriate modern tools and techniques for analyzing, interpreting and solving business complexities.
- PO7:** Develop an aptitude for creativity, innovation and entrepreneurship.
- PO8:** Adapt life-long learning and professional development to enrich knowledge and Competencies

Programme Specific Outcomes (PSOs)

- PSO1:** Apply multidisciplinary domain knowledge comprising of Accounting, Finance, Operations, Marketing and Human Resources Management to select suitable project proposal for a business enterprise.
- PSO2:** Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.
- PSO3:** Utilize critical awareness in current issues (e.g., Diversity, Social Responsibility, Sustainability, Innovation, Knowledge Management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

School of Management Studies -MBA-General Regulations-2024
MBA Online (OL) Programme Structure (Total Credits:102)

MBA General (with specialization in Human Resource/Marketing/Finance) *CIA-Continuous Internal Assessment / *ESE-End Semester Examination

Semester-I

Course Code	Course Title	Course Component	Credits	Maximum Marks		Total
				CIA*	ESE*	
OCMBA-111	Management Concepts and Organizational Behaviour	Core Subject-1	4	30	70	100
OCMBA-112	Business Data Analysis for Management Science	Core Subject-2	4	30	70	100
OCMBA-113	Managerial Economics	Core Subject-3	4	30	70	100
OCMBA-114	Financial Reporting, Statements and Analysis	Core Subject-4	4	30	70	100
OCMBA-115	Legal Aspects of Business	Core Subject-5	4	30	70	100
OCMBA-116	Fundamentals of Business Analytics	Core Subject-6	4	30	70	100
OCMBA-117	Practical-Professional Upskilling	Core Subject-7	2	30	70	100
OCMBA-118	Practical-MOOC	Core Subject-8	1	30	70	100
Total			27			

Semester-II

Course Code	Course Title	Course Component	Credits	Maximum Marks		Total
				CIA	ESE	
OCMBA-211	Marketing Management	Core Subject-9	4	30	70	100
OCMBA-212	Financial Management	Core Subject-10	4	30	70	100
OCMBA-213	Human Resources Management	Core Subject-11	4	30	70	100
OCMBA-214	Operations Management	Core Subject-12	4	30	70	100
OCMBA-215	Business Research Methods	Core Subject-13	4	30	70	100
OCMBA-216	Corporate Social Responsibility and Sustainability	Core Subject-14	4	30	70	100
OCMBA-217	Practical-Data Analysis for Business Decisions - I	Core Subject-15	2	30	70	100
OCMBA-218	Practical-Entrepreneurship Lab	Core Subject-16	1	30	70	100
Total			27			

Semester-III

Code	Course	Course Component	Credits	Maximum Marks		Total
				CIA	ESE	
OCMBA-311	Strategic Management	Core Subject-17	4	30	70	100
OCMBA-312	International Business	Core Subject-18	4	30	70	100
OHMBA-313/ OMMBA-313/ OFMBA-313	Elective-I	Elective Subject-1	3	30	70	100
OHMBA-314/ OMMBA-314/ OFMBA-314	Elective-II	Elective Subject-2	3	30	70	100
OHMBA-315/ OMMBA-315/ OFMBA-315	Elective-III	Elective Subject-3	3	30	70	100
OHMBA-316/ OMMBA-316/ OFMBA-316	Elective-IV	Elective Subject-4	3	30	70	100
OHMBA-317/ OMMBA-317/ OFMBA-317	Elective-V	Elective Subject-5	3	30	70	100
OHMBA-318/ OMMBA-318/ OFMBA-318	Elective-VI	Elective Subject-6	3	30	70	100
OCMBA-319	Practical-Data Analysis for Business Decisions-II	Core Subject-19	2	30	70	100
OCMBA-320	Practical-Internship	Core Subject-20	4	30	70	100
Total			32			

Semester-IV

Code	Course	Course Component	Credits	Maximum Marks		Total
				CIA	ESE	
OCMBA-411	Project	Core Subject-21	10	100	200	300
OOMBA-412	Social Entrepreneurship	Optional Subject-1	3	30	70	100
OOMBA-413	Universal Human Values	Optional Subject-2	3	30	70	100
Total			16			

Electives: Choose any One Specialisation

Human Resource	Marketing	Finance
(1).OHMBA-313:Strategic Human Resource Management	(1).OMMBA-313: Consumer Behaviour	(1).OFMBA-313: Investment Analysis and Portfolio Management
(2).OHMBA-314:Cross Cultural Management	(2).OMMBA-314: Retail Management	(2).OFMBA-314: Business Valuation
(3).OHMBA-315:Counselling Skills for HR Managers	(3).OMMBA-315: Digital and Social Media Marketing	(3).OFMBA-315: Financial Markets and Services
(4).OHMBA-316:Organizational Psychology	(4).OMMBA-316: Product and Brand Management	(4).OFMBA-316: Financial Derivatives
(5).OHMBA-317: Manpower Planning	(5).OMMBA-317:B2B Marketing	(5).OFMBA-317: International Finance
(6).OHMBA-318: Team Dynamics at Work	(6).OMMBA-318: International Marketing	(6).OFMBA-318: Mergers, Acquisitions and Corporate Restructuring

Total Credits=102(Twenty One Core Subjects-78 Credits + Six Elective Subject-18 Credits+ Two Optional Subjects-6 Credits)

Name of the OL MBA Programme Coordinator and Faculties

S.No	Name of Faculty
1	Dr.S.Sudha , Professor, Programme Coordinator for MBA-OL Programme
2	Dr. G. Mythili , Associate Professor- Regular Faculty for MBA-OL Programme
3	Dr. P. Vanitha , Assistant Professor- Regular Faculty for MBA-OL Programme
4	Dr.P. Swathi Pradeepa , Assistant Professor- Regular Faculty for MBA-OL Programme

MBA (Online Mode)-Regulations-2024 and Detailed Syllabus

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-111
Course Title	:	Management Concepts and Organizational Behaviour
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To explore group and individual behaviour in an organizational setting.
- To develop knowledge and skills needed by managers and leaders.

Block-1: Introduction to Management : Concept of Management - Nature and scope of Management-Evolution of Management Thought-Classical, Neo Classical and Modern Theories-Applying Management Theory in Practice-Manual Roles-Nature and Determinants of Organizational Behavior -OB Model-Contributing Disciplines of OB.

Block-2: Functions of Management Planning: Types of plans-Planning process-Management by Objectives (MBO)- Decision Making Process and Style. Organizing- Organization Design and Structure - Delegation , Authority and Power, Line and Staff Organizations- Controlling- Process of Control, Types of Control- Techniques - Staffing.

Block-3: Foundations of Organisational Behaviour: Nature & Determinants of Organizational Behavior – Learning- Values- Personality -Myers Briggs Type Indicator (MTBI) -Big Five Personality Model - Emotions- Perception- Affective events theory - Emotional Intelligence - Attribution Theory.

Block-4: Work Motivation and Group Behaviour: Early Theories (Mc. Gregory's Theory X & Y - Abraham Maslow's Need Hierarchy Theory - Herzberg's Two Factor Theory) and Contemporary Theories (Mc. Clelland's 3 Needs Theory - Alderfer's ERG Theory - Adam's Equity Theory and Vroom's Expectancy Theory- Goal Setting Theory), Application of Motivation Theories and workers participation management - Types of Groups - Group Decision Making-Types of teams-Creating effective Teams.

Block-5: Leadership and Organisational Development: Basic Approaches (Trait Theories, Behavioral Theories and Contingency Theories) and Contemporary Issues in Leadership. Conflict - Levels of conflict, resolving conflicts; power and politics: sources of power, use of power-Organizational Development - Effects of culture, changing Organizational culture -Forces of change, Resistance to change, the change process.

Text Books

- (1).Harold Koontz, Heinz Weihrich, Essentials of Management: An International, Innovation and Leadership Perspective, 10th edition, Mc Graw Hill
- (2).Robbins.S.P. Fundamentals of Management, Pearson, 2003. Robbins.S. Organizational Behaviour, X edn., Prentice-Hall, India.

Reference Books

- (1).Re Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson, 11th Edition, 2011.
- (2).Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman and Gilbert, Management, PHI, 6th Edition.

Web Links

- <https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and-organizational-behaviour/book/251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era.>
- <https://courses.lumenlearning.com/wmopen-organizational-behavior/chapter/management-theory-and-organizational-behavior/https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Explain the evolution of Management thought and interpret the OB Model

CO2: Analyze the Functions of Management

CO3: Appraise the foundations of organizational behavior

CO4: Assess work motivation and group behaviour in organizations

CO5: Examine the process of communication, classify leadership styles and analyze organizational change

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-112
Course Title	:	Business Data Analysis For Management Science
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To acquaint the student with the applications of Statistics and Operations Research to business and industry.
- To help them to grasp the significance of analytical techniques in decision making.

Block-1: Introduction to Statistics- Introduction to Statistics - Collection of Data - Measures of Central Tendency and Dispersion in Frequency Distribution.

Block-2: Correlation and Regression Correlation coefficient - Karl Pearson and Spearman Rank Correlation coefficient -Linear Regression equations.

Block-3:Hypothesis Testing Hypothesis Testing -Test for Single Mean and Two Mean- Chi-Square test, F test - ANOVA.

Block-4: Introduction to Operations Research Operations Research - Linear programming (LP) - Formulation - Graphical Solution- Replacement Model- simple problems only - CPM and PERT models

Block-5:Transportation and Assignment Transportation Model -Initial Solution: Northwest Corner Rule, Least Cost Method, Vogel's Approximation method - Assignment Problem.

Text Books

- (1).D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Edition, 2021.
- (2).Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 10th Edition / Prentice Hall of India, 2019.

Reference Books

- (1).S P Gupta," Business Statistics", 2023, VISIONIAS
- (2).N D Vohra , Hitesh Arora, Quantitative Techniques, 2021, McGraw Hill

Web Links

- <https://machinelearningmastery.com/statistical-hypothesis-tests/>
- <https://www.wiley.com/enin/Quantitative+Methods%3A+An+Introduction+for+Business+Management-p-9780470496343>

Course Outcomes

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

CO1: Explain and evaluate various measures of central tendency and measures of dispersion

CO2: Calculate correlation, regression and rank correlation

CO3: Construct hypotheses and test them by applying statistical tools.

CO4: Formulation of a Linear programming problem.

CO5: Evaluate the initial solution for the Transportation Model.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-113
Course Title	:	Managerial Economics
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools and
- To analyze how to incorporate a global perspective to their managerial economics box of tools.

Block-1: Introduction to Managerial Economics- Nature and scope of macroeconomics -Incremental principle – Equi marginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol’s sales maximization – least-cost combination.

Block-2: Demand Decisions- Demand Decisions – Demand analysis – elasticity of demand – Demand forecasting – types and methods of demand forecasting – Trend projection method – Least square method of demand forecasting limitations and uses.

Block-3: Output Decisions- Input-Output Decisions - Production function – Cost and managerial decision making – Cobb - Douglas production functions – Law of variable proportion – Short run cost output – long run cost output – economies and dimensions of scale of production.

Block-4:Price-Output Decisions- Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – Oligopoly pricing strategies and tactics – Pricing – pricing in life-cycle of a product -Profit-Maximization and Competitive Markets- Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

Block-5: Economic Theory- The Firm in Theory and Practice - Economic Theory of the Firm– The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts and analysis – Game Theory and Asymmetric Information.

Text Books:

- (1).H L Ahuja, Managerial Economics (Analysis of Managerial Decision Making), 2022, S Chand
- (2).Thomas J. Webster Pace University Professor Emeritus, Managerial Economics: Tools for Analyzing Business Strategy, 2017, Lexington Books

Reference Books:

- (1).K.K. Seo, Managerial Economics, Richard D. Irwin Inc.
- (2).C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi,

Web Links

- <https://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and-scope/>
- <https://theinvestorsbook.com/managerial-economics.html>
- <https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature-principles-scope>

Course Outcomes

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

- CO1: Define the basic elements of managerial economics aspects of the firm.
CO2: Discuss the demand analysis decisions methods as to forecasting.
CO3: Apply the managerial decision functions of the firm.
CO4: Examine and elaborate the basic theories related to business practices.
CO5: Appraise on the decision as to environment and given

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-I14
Course Title	:	Financial Reporting, Statements and Analysis
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To Interpret and analyze financial statements, including balance sheets, income statements, and cash flow statements.
- To evaluate the quality of financial reporting and disclosures.
- To apply financial reporting and analysis knowledge in real-world scenarios and decision-making.

Block-1:Introduction to Accounting-Different types of businesses, Accounting Principles and Conventions, Ethics in Accounting, Process of Recording Business Transactions, the Accounting Equation, transaction analysis, Journalizing a transaction, trail balance, financial reporting framework of firms and companies.

Block-2:Analysis of Financial Statements -Ratio Analysis: Liquidity, solvency, efficiency, and profitability ratios - Trend analysis and industry comparisons Common Size Statement; Comparative Balance Sheet -and Trend Analysis of manufacturing, service and banking organizations.

Block-3:Funds Flow and Cash Flow Analysis Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement. Cash Flow Analysis -(as per Accounting Standard) -Meaning – uses – Preparation of Cash Flow Statement

Block-4:Marginal Costing Marginal Costing – Meaning – Definition - Assumptions and Uses - Marginal Costing Vs. Absorption Costing - BEP Analysis and Safety Margin -Managerial Decision-Making Areas.

Block-5:Budgeting and Financial Reporting- Budgeting – Different types of budgeting – Cash budget – Flexible budget. -Challenges in financial reporting -Ethical considerations in financial reporting-Integrated Reporting and Sustainability Reporting -Overview of integrated reporting framework -Importance of sustainability reporting -Linkage between financial performance and sustainability

Text Books

- (1).Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective" by James M. Wahlen, Stephen P. Baginski, and Mark T. Bradshaw 2 R.Narayanaswamy – 2021.
- (2).Financial accounting – A Managerial Perspective, Prentice Hall India Ltd., New Delhi 5th edition, 2014

Reference Books

- (1).Financial Reporting and Analysis" (7th Edition, 2014) by Charles H. Gibson
- (2).Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective" (9th Edition, 2017) by James M. Wahlen, Stephen P. Baginski, and Mark T. Bradshaw

Web Links

- <https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/>
- <https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process>
- <https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis>

Course Outcomes

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

CO1: Familiar with the use of financial software and technology tools for financial reporting and analysis

CO2: To understand the components of each statement, the interrelationships between them, and how to accurately compile financial data.

CO3: Prepare Financial statements through ratio analysis.

CO4: Interpret the results of their financial analysis and effectively communicate their findings to stakeholders, such as investors, managers, and creditors.

CO5: Develops the skills in analyzing financial statements to assess the financial health and performance of a company

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-115
Course Title	:	Legal Aspects of Business
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To analyze and interpret the various act related to business, property and business.

Block-1: Introduction to Indian Constitution- Basic principles of the Indian Constitution – Fundamental rights: Freedom of trade and commerce - Government contract. Indian Contract Act, 1872: Essentials of Contracts - Classification of Contract, Quasi contract, Performance of contract, Breach of contract and its Remedies, Discharge of contract.

Block-2: Special Contracts- Sales of Goods Act, 1930 -Sales, Agreement to sales & Hire Purchase, Rights of Unpaid Seller, Caveat Emptor, Condition and Warranties - Laws of Agency -Creation of agency, Types of agents, Rights and Duties of Principal and Agent, Termination agency- Bailment, Pledge, Guarantee and Indemnity-Negotiable Instruments Act 1881 - Partnership Act 1930.

Block-3: Consumer Protection Act 1986 and Competition Act 2002- Consumer protection Act 1986 -Competition Act 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

Block-4:Company Act 2013- Characteristics and types of companies, Formation, MOA, AOA, Prospectus, Power, duties and liabilities of Directors, Appointment of Board of directors, Winding up of Companies.

Block-5: IPR & IT Act 2000 Protecting the property of Business-Copyright, Trademark, Secret, Geographical Indications- Cyber Crimes, IT Act 2000 and 2002, Cyber Laws- Introduction of IPR Intellectual Property Laws- Alternate Dispute resolutions

Text Books

- (1).Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1ed,2022.
- (2).Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13ed, 2022.
- (3).Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021

Reference Books

- (1).Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13ed, 2022.
- (2).Akhileshwar Patha, Legal Aspects of Business, TMH, 7ed, 2019.
- (3).MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,5ed, 2018.

Web Links

- <https://www.airtract.com/article/the-legal-environment-of-business-%E2%80%93-a-complete-guide#:~:text=Legal%20environment%20of%20business%20is,the%20scope%20of%20the%20firm.>
- <https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx>

Course Outcomes

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

CO1: Identify and define key legal and regulatory concepts relevant to business operations.

CO2: To Explain the purpose and rationale frameworks impacting businesses behind Different legal and regulatory

CO3: Analyze real-world scenarios and identify the relevant legal and regulatory considerations for businesses engaged in international trade, mergers and acquisitions, fundraising activities, and stock market listings.

CO4: To analyze a hypothetical business scenario and identify relevant legal considerations based on the covered frameworks

CO5: To evaluate the effectiveness of specific legal and regulatory frameworks in achieving their intended goals

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-116
Course Title	:	Fundamentals of Business Analytics
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To provide foundational knowledge associated with the domain of business analytics.
- To familiarize the students with all concepts including Business Intelligence, Regression, Optimization Techniques and Simulation

Block-1:Business Analytics- Introduction – Evolution – Categories of Business Analytical methods and models – Business Analytics in practice - Types of Analytics – Business Analytics Process – Tools – Framework – Applications – Roles and Responsibility of Business Analytics – Careers in Business Analytics.

Block-2:Descriptive Analytics- Introduction – Data, Information and Knowledge – Business Intelligence – Data Warehouse – Dashboard – Reporting – Data Visualization – Descriptive Statistics.

Block-3:Predictive Analytics- Introduction – Regression – Time Series Analysis and Forecasting – Statistics Vs Data Mining –Data Mining – Data Mining Tasks (Descriptive, Predictive) – Learning methods (Unsupervised, Supervised) – Simulation

Block-4:Prescriptive Analytics- Introduction – Optimization – Classification of optimization problems – Operations Research Techniques for Analytics – Mathematical Model – Linear programming – Transportation Problems.

Block V Analytical Softwares- Software such as Excel, R, Python, SPSS, Tableau, Power Bi – Applications of Analytics Such as Descriptive, Predictive and Prescriptive using spread modelling such as Excel.

Text Books

- (1).S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning Publication, 6th Edition, 2019
- (2).James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 3rd Edition, 2020.
- (3).Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2018.
- (4).Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri.2019.

Reference Books

- (1).Carlo Vercellis, Business Intelligence: Data Mining and Optimization for Decision Making, John Wiley & Sons Ltd., 2009.
- (2).Taha Hamdy. Operation Research -An Introduction, Prentice-Hall, 9th edition, 2012.
- (3).Banks, J., Carson, J. S. and Nelson, B. L. , Discrete Event System Simulation, 4th edition, Pearson Education Asia, 2006.

Web Sources

- <https://intellipaat.com/blog/what-is-business-analytics/>
- https://intellipaat.com/blog/what-is-business-analytics/#Business_Analytics_Tools
- <https://www.analyticsvidhya.com/blog/2019/05/practical-introduction-prescriptive-analytics/>
- <https://cloud.google.com/learn/what-is-predictive-analytics#:~:text=Predictive%20analytics%20is%20an%20advanced,data%20enable%20increased%20data%20mining>
- <https://link.springer.com/book/10.1007/978-3-319-68837-4>

Course Outcomes

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

CO1: Identify the different types of Analytics

CO2: Understand the decision-making models for Analytics.

CO3: Relate the Predictive analytics with the machine learning language

CO4: Analysis about the linear optimization and its related Analytics Techniques

CO5: Design and learn the hands-on tools related to business analytics.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-117
Course Title	:	Practical – Professional Upskilling
No.of Credit	:	2

Course Objectives: The objective of this Course is-

- To improve the leadership quality, Effective Communication Skills, team management, quantitative analyzing knowledge, ordering, sequencing and logical thinking knowledge to meet their professional career.
- To improve the communication by understanding the elements of communication, presentation skills, understanding the audience, Personality factors, improve the skill in seminars and conferences presentation.

Block-1:Effective Communication Skills-Importance of the language – Word Usage and Jargon's – Tenses and the effectiveness – Basics of grammar (Noun/Verb/Adverb/Conjunction) – Business English vs. Colloquial - Pronunciation and its importance – Verbal Communication - Non-Verbal communication - Mannerisms and Empathy What's stopping you from communicating effectively.

Block-2: Presentation Skills and Listening Skills- Meaning-Importance of Presentation-Concept of 5 w's and one H understanding the audience Types of presentations How to make effective presentations - Use of slides, PPT's and visuals Rules for slide presentation-precautions-seminars and conferences- Steps to eliminate Stage fear-Engaged Listening - Grooming and Work Ethics - Assumptions/Perceptions vs. Reality - Reflection on your experience & improvement - Team Bonding/Building activities – Listening Skills - Attitude and Behavior.

Block-3: Leadership Skills And Personality Development -Telephone etiquette - Giving clear and concise information - Listening Skills with Assessments - Intonations and its Importance - Mock sessions (Telephonic)-WHY-WHY Analysis and its importance-SWOT Analysis - Time Management – Sympathy vs. Empathy - Conflict resolution and negotiation - Self-awareness - Self-regulation - Procrastination and how to overcome it.

Block-4: Adaptability and Problem Solving- Scenario based situation Handling - Embracing change - Critical thinking and analytical skills - Creativity and innovation - Building a professional network - Integrity and honesty - Professional development and continuous learning.

Block-5: Quantitative Aptitude- Percentage – Profit Loss -Discount – Ratio Proportion – Time and Work – Time, Speed and Distance. Problems relating to ages- Permutation and Combination-Probability - Mensuration Clocks and Calendars- Boats-Simple Interest –Compound Interest- Fractions and Decimals – Square roots –Functions. Logical and Reasoning questions for interview.

Text Books

- (1).Managing Soft Skills and Personality - B N Ghosh, Mcgraw Hill Publications, 2017.
- (2).Personality Development and Soft Skills by Barun Mitra, Second edition, Oxford Publication, 2016.
- (3).Time management by Sudhir Dixit, Manjul Publishing House 2018.

Reference Books

- (1).The Power of Creation by Ashish Manjeshwar, Scripto Book Publishers 2023.
- (2).Principles and Practices of Management by Neeru Vasishth, Vibhuti Vasisht, Taxmann publication, First Edition 2022.

Web Links

- <https://www.mindtools.com/arb6j5a/what-is-time-management>
- <https://usic.sheffield.ac.uk/blog/how-to-improve-your-presentation-skills>

Course Outcomes

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

- CO1: Develop business communications with suitable grammatical terms.
- CO2: Improve the presentation skills
- CO3: Develop Leadership Skills and personality development
- CO4: Maximize the problem-solving ability
- CO5: Evaluate and develop aptitude level of the students

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Code	:	OCMBA-118
Course Title	:	Practical – MOOCs
No.of Credit	:	1

Course Objectives: The objective of this Course is

- To take the best teaching learning resources to all to the levelled platform.
- To make use of the Indian massive online to the aspiring youth of India

To complete the Course, students have to do the following:

1. The students will select a MOOC course from the SWAYAM platform.
2. They will spend 2 hours per week undergoing this practical MOOC course under the guidance of a faculty.
3. Every course will have a minimum of eight to a maximum of twelve assignments depending on the duration of the course.
4. Assignments will be submitted as per the requirements of the course.
5. The marks scored in the assignments will be taken for internal assessment marks.
6. The students will appear for a final practical exam conducted by VISTAS

Course Outcomes

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

CO1: Understand the latest developments in the field of study.

CO2: Explain the students with latest information about the field of study

CO3: Apply the skills in the business world

CO4: List the various skills gained through this course

CO5: Summarize the concepts for application

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-211
Course Title	:	Marketing Management
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge
- To analyze the core concepts in marketing concepts, critical thinking, problem solving an analysis.
- To apply the market segmentation, Target market and Market Positioning strategies in the current market scenario and to understand the concepts of Global market.

Block-1:Introduction to Marketing Management- Understanding the term Marketing with a global context - Importance of Marketing-Scope of Marketing- Marketing Philosophy – Holistic Marketing Philosophy - Core Concepts - Company Orientation toward marketplace- Pillars of Marketing and Customer Value - Marketing Environment-Micro and Macro Environment.

Block-2: Consumer Markets- Consumer Markets: Model of Consumer Behavior, The Howard Sheth Model of Buying Behaviour - The Nicosia Model - The Engel-Kollat-Blackwell Model, - Factors Affecting Consumer Behaviour - Strategies in the adopt in process – Cross cultural consumer behaviour – Consumer behaviour in global markets.

Block-3: Market Segmentation- Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

Block-4: Marketing Programme- Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions.

Block-5:Tapping Into Global Marketing- Tapping into Global Markets - Competing on a Global Basis - Deciding Whether to Go Abroad - Deciding Which Markets to Enter - How Many Markets to Enter - Developed versus Developing Markets - Evaluating Potential Markets - Deciding How to Enter the Market - Indirect and Direct Export - Licensing-Joint Ventures - Direct Investment-Deciding on the Marketing Program -Global Similarities and Differences -Marketing Adaptation-Global Product Strategies -Global Communication Strategies-Global Pricing Strategies- Global Distribution Strategies. Case study: Marketing strategy Implementation; Market Segmentation / Targeting /Positioning. Product Levels, Pricing / Global Markets – Applications of AI in Marketing.

Text Books

- (1).Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2015
- (2).K.S.Chandrasekar. (Reprint 2014). Marketing Management Text and Cases, Tata McGraw. Hill, New Delhi

Reference Books

- (1).Rajan Saxena, Marketing Management, 2019, McGraw-Hill
- (2).Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2018.

Web Sources

- <https://www.iedunote.com/marketing>
<https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation>.
<https://hbr.org/1986/05/customizing-global-marketing>.
<https://www.economicdiscussion.net/marketing-management/what-is-marketing-management/31788>
<https://www.indeed.com/hire/c/info/marketing-management>
<https://online.york.ac.uk/what-is-global-marketing-and-why-is-it-important/>

Course Outcomes

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

- CO1: Relate the corporate function of marketing.
CO2: Outline the macro and micro environment in the company's marketing function.
CO3: Differentiate the consumer and institutional buyer behaviour.
CO4: Compare and contrast goods and services.
CO5: Define the target segments for the products

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-212
Course Title	:	Financial Management
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To provide students with a comprehensive understanding of financial terminology, principles, and concepts such as time value of money, risk and return, financial markets, and financial instruments.
- To enable students to apply financial theories and tools to real-world situations through case studies, simulations, and projects.
- To provide an overview of financial markets and instruments, including stocks, bonds, derivatives, and alternative investments, and how they are traded and priced.

Block-1:Introduction to Financial Management- Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization; Investment, Financing and Dividend decisions - Finance functions – organization structure – Functions of Finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers – Sources of long-term finance -Time Value of Money – Financial planning.

Block-2: Investment Decision- Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

Block-3: Sources of Finance- Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM; Leverages: Meaning and types of leverages in business – Financial leverage and its impact on EPS – Operating leverage – combined leverage – degree of leverages.

Block-4: Financing and Dividend Decisions- Capital Structure decisions – Capital Structure and Market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI and ROE analysis. Capital structure policy. Dividend decisions – Theories – Stock split –Buyback of shares.

Block-5: Liquidity Decisions- Working capital Management – concepts of working Capital – Operating and cash conversion cycle – permanent and variable working capital – Determinants of working capital – issues in working capital – Estimating working capital needs – Receivables management – Inventory management – Cash management – Working capital finance and approaches - Applications of AI in Finance.

Text Books

- (1).Financial Management by I M Pandey. Vikas Publication
- (2).Financial Management: Theory and Practice by Prasanna Chandra.

Reference Books

- (1).Financial Management: Theory and Practice" by Eugene F. Brigham and Michael C. Ehrhardt Year: 2020 (16th Ed)
- (2).Cases in Financial Management" by Joseph M. Sulock and John S. Dunkelberg, Year: 2002 (2nd Edition)
- (3).Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen Year: 2019 (13th Ed)

Web Links

- <https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/financial-markets/>
- <https://byjus.com/commerce/what-is-financial-market/>
- <https://efinancemanagement.com/sources-of-finance/>
- <https://www.economicdiscussion.net/financial-management/types-of-financial-decisions-in-financial-management/31652>

Course Outcomes

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

CO1: Analyze financial health and performance of a company, including profitability, liquidity, solvency, and efficiency

CO2: Outline various capital structure theories and dividend theories

CO3: Analyze cost of capital for long term source of finance

CO4: Asses the critical thinking skills to analyze complex financial problems, evaluate alternative solutions and make sound recommendations based on quantitative and qualitative data.

CO5: Determine working capital management techniques to maximize the shareholders' value

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-213
Course Title	:	Human Resources Management
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention
- To make students capable of applying the principles and techniques as professionals for developing human resources in an organization.
- To provide knowledge about management issues related to training, performance, compensation, human factors consideration and compliance with human resource requirements.

Block-1: Perspectives in Human Resource Management- Evolution of Human Resource Management: Concept, Scope, Importance, Objectives - HR policy and procedures - The importance of human capital- Role of human resource manager - Challenges for human resource managers - Trends in human resource policies – Computer applications in human resource management - Human resource accounting and audit.

Block-2: Human Resource Planning and Recruitment- Importance of Human Resource Planning - Forecasting human resource requirement - Matching supply and demand - Internal and External sources of Human resource - Organizational attraction - Recruitment, Selection, Induction and Socialization – Theories methods and process.

Block-3: Training and Executive Development Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management.

Block-4: Performance Management Purposes of Performance Management, Performance evaluation - Feedback - the control process- importance- methods - grievances - causes- Redressal methods - Punishment and Promotion - Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits.

Block V Contemporary Issues in HRM Contemporary issues in HRM: Talent Management – Health & Safety issues, Work Life Balance, HRD in India, International HRM and emerging horizons of HRM - Applications of AI in HR

Text Books

- (1).Talya Bauer, Berrin Erdogan, David Caughlin, and Donald Truxillo, Human Resource Management: People, Data, and Analytics" is published by SAGE Publications, published in the year 2020.
- (2).Robert N. Lussier and John R. Hendon, Human Resource Management: Functions, Applications, and Skill Development, SAGE Publications, published in the year 2021.

Reference Books

- (1).Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold , published by Palgrave Macmillan in the year 2020
- (2).Strategic Human Resource Management: Theory and Practice by Michael Armstrong and Paul Thompson is published by Kogan Page in the year 2020

Web Links

- <https://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/>
- <https://www.hrdconnect.com/2019/05/22/what-is-hr-management-in-an-organisation/>
- <https://www.thebalancecareers.com/what-is-human-resource-management-1918143>

Course Outcomes

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

CO1: Understand the importance of HRM as a field of study and as a central management function

CO2: Apply the principles and methods of HRM gained through this course for managing human resources at the workplaces.

CO3: Develop knowledge about management training for executives.

CO4: Infer the concepts of performance management and to apply it in practice

CO5: Analyze the contemporary issues in HRM

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-214
Course Title	:	Operations Management
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To provide basic and foundational knowledge about production and operations management
- Explain the concepts, strategies, tools and techniques to create the managerial excellence among the young vibrant managers and entrepreneurs to acquire operational knowledge and skills.

Block-1: Introduction to Operations Management- Operations Management – Nature, Importance, historical development, Scope of Operations Management, transformation processes, differences between services and goods, Applications in product and service industry- a system perspective, functions, challenges, current priorities, recent trends- Use of competitive advantage.

Block-2: Plant Operations and Forecasting- Plant Location – Factors influencing location – Plant Layout – Types of Layouts-Facility Location – Theories, Steps in Selection, Location Models. Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods.

Block-3: Operations Planning Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Master Production Schedule -Material Requirement Planning-I & II, Enterprise Resource Planning.

Block-4: Inventory Management Inventory Management – Types of Inventory Models – Independent Demand Vs. Dependent Demand – Basic Economic Order Quantity (EOQ) Model – Analysis: ABC and VED – Push Vs. Pull system – Just-In-Time (JIT).

Block V Quality Management Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, PDCA, Continuous improvement. Six sigma - Applications of AI in Operations.

Text Books

- (1).William J Stevenson, Operations Management, McGraw Hill, 13th Edition 2022
- (2).Jay Heizer, Barry Render, Chuck Munson, Amit Sachan Operations Management, Perason,12th Edition 2017

Reference Books

- (1).SN Chary, Production and Operations Management, McGraw Hill 6th Edition 2019.
- (2).Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.

Web Links

- <https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/>
- <https://managementhelp.org/operationsmanagement/>
- <https://hbr.org/topic/operations-management>

Course Outcomes

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

- CO1: Develop the fundamental concepts of operations and production.
CO2: Understand the types of production systems
CO3: Explain the fundamental concepts of layout and location
CO4: Infer the demand using the different forecasting techniques
CO5: Examine the fundamental concepts of various planning

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-215
Course Title	:	Business Research Methods
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To introduce and establish a fundamental understanding of research methods in management practice and academia.
- To explore qualitative and quantitative methodologies, highlighting their applications, strengths, and criticisms.
- To enables understanding of the decision-making process and steps in research.

Block-1: Introduction to Business Research -The Nature of Business and Management Research- Research Foundations and Fundamentals- The Research Process and Proposal, Research in Business- Applying Scientific Thinking to Management Problems- The Research Process-The Research Proposal- Ethics in Business Research.

Block-2: The Design of Business Research- Research Design-An Overview - Design Strategies- Quantitative and Qualitative Research- Sampling Design. Sampling Strategies- Primary Data Collection with Surveys-Primary Data Collection: Qualitative Data-Secondary Data and Archival Sources.

Block-3: Research Instruments- Measurement and Scales- Measurement Foundations- Measurement Questions-Sources of Measurement Questions-Measurement Instruments-Validity and reliability of measurement scale construction and attitude measurement; Scales and techniques commonly used in management research.

Block-4: The Sources and Collection of Data Exploring Secondary Data- Survey Methods: Communicating with Participant-Instruments for Participant Communication-Observational Studies-Experimentation.

Block-5: Analysis and Presentation of Data-Data Preparation and Description, Exploring, Displaying, and Examining Data, Hypothesis Testing- Measures of Association-Multivariate Analysis: An Overview-Presenting Results: Written and Oral Reports - Applications of AI in Research.

Text Books

- (1).Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 11/e, TMH, 2017
- (2).Kothari, C.R., Research Methodology”, Methods and Techniques, New Age International, 6th Edition, 2010
- (3).William G. Zikmund : Business Research Methods, 8th edition, 2015, Cengage Learning

Reference Books

- (1).Alan Bryman and Emma Bell: ‘Business Research Methods, Third Edition, 2011, OUP
- (2).Bryman, A and Bell, E. Business Research Methods. Oxford University Press, New Delhi, 2015

Web Links

- https://research-methodology.net/sampling-in-primary-data-collection/#google_vignette
- https://www.youtube.com/watch?v=Fn_IyDK2JA8&list=PLBd-6Jg4BqVNoGZEYXmd-cuXL4d8qyc0p

Course Outcomes

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

- CO1: Understand advanced methods, analysis, classifications, and systematic data application for project design.
- CO2: Generate ideas, pinpoint core business issues, formulate research problems based on study scope, objectives, and theoretical relevance.
- CO3: Examine prior literature to grasp solutions, theories, methods, and conceptual frameworks relevant to the identified problem.
- CO4: Analyze and justify how variables in the conceptual model correlate with theory and outcomes from relevant literature.
- CO5: Recognize ethical importance, considering business, respondents, culture, and integrity impacts.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-216
Course Title	:	Corporate Social Responsibility and Sustainability
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To Outline the concept of Corporate Social Responsibility and Sustainability
- To Examine the provisions of International Guidelines on CSR and CSR Mandate in India
- To explain the Stakeholder approach towards CSR and role of NGOs, Foundations and Government in CSR

Block-1: Introduction to CSR- Introduction– Meaning & Definitions of CSR- History & evolution of CSR. The principles of CSR- The prominence of CSR- Changing emphasis in companies – Environmental issues and their effects & implications-Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR through triple bottom line and Sustainable Business; relation between CSR and corporate governance; environmental aspect of CSR - Chronological evolution of CSR in India – Drivers of CSR- Carroll’s model - CSR Initiatives in India.

Block-2: International Framework for CSR- International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs- Blocked Nations (UN) Global Compact 2011- UN guiding principles on business and human rights- OECD CSR policy tool, ILO tri- partite declaration of principles on multinational enterprises and social policy- CSR in developing nations.

Block-3: CSR Legislations in India-CSR-Legislation in India- Section 135 of Companies Act 2013-Scope for CSR Activities under Schedule VII- Appointment of Independent Directors on the Board, and Computation of Net Profit’s Implementing Process in India.

Block-4: Globalisation, Sustainability and CSR-How globalization affects CSR – Globalization, Corporate Failures and CSR. Globalization a threat or opportunity for CSR- Defining sustainability- Introduction to sustainability- Humanity and the Environment –The IPAT equation- Human Consumption Patterns and the Rebound effect – Challenges of Sustainability -The Brundtland Report – Redefining sustainability – Distributable Sustainability.

Block V-Stakeholders of CSR-Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit &Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations- Case Studies on CSR.

Text Books

- (1).Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach Broadview Press, 2011
- (2).David Crowther & Guler Aras, Corporate Social Responsibility: Part I - Principles, Stakeholders & Sustainability, Ventus Publishing ApS, 2010.

Reference Books

- (1).M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools , Edward Elgar Publishing, 1st Edition, 2011
- (2).Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford publication, 2011.
- (3).Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi, 4th Edition, 2012.
- (4).Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press,2014
- (5).Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd,New Delhi, 2nd Edition,2019

Web Links

- <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf>
- <https://www.ukessays.com/lectures/business/business-management/csr>

Course Outcomes

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

- CO1: Appraise the Evolution of CSR and explain the theoretical base of CSR comprising of economic, legal, ethical and philanthropic features of CSR
- CO2: Analyze the International Guidelines on CSR and compare the provisions of the various guidelines
- CO3: Identify the provisions of Section 135 of Indian Companies Act related to CSR and apply it to the CSR activities of companies
- CO4: Infer the impact of Globalization on CSR and Explain Sustainability and its Challenges
- CO5: Compile the Stakeholders of CSR and Public Sector, Corporate Foundations.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-217
Course Title	:	Practical - Data Analysis for Business Decisions - I
No.of Credit	:	2

Course Objectives: The objective of this Course is-

- To understand the fundamentals and basic functions of EXCEL
- To create models and perform data analysis in EXCEL.

Block-1:Basics related to EXCEL- Saving closing and opening files- working with multiple sheets- fixing of cells, freezing of cells- alignment- wrap text-merge and center- protect sheet- protect workbook- insert text box- insert header and footer- hyperlink- selecting cells in dataset using shortcut keys-name the range-time and date functions-split window- data linkage.

Block-2:Basic Techniques- Formatting and other options with paste special function-rounding function- importing data from text file and internet- remove duplicate values- subtotal- data consolidation Text function : left, right, mid, trim, len, find, search, rept, concatenate, replace, upper, lower, proper, substitute.

Block-3:Data Handling in EXCEL- Sorting data- filtering data- parsing data- data validations, group, ungroup, advanced filters - Basic functions of excel : if, sum, count, count if, counta, sum if, average, sum product - Creating and formatting PIVOT tables - Recording MACROS.

Block-4: Conditional formatting in EXCEL and Model building- Highlight cell rules, data bars, color scales and icon sets, clear rule, manage rule, new rule Charts and graphs using excel: xy scatter plot, column and bar chart, pie charts, adding legends and titles - Model building in excel: model building through the applications of various functions and tools of Microsoft excel What-if analysis : application of goal seek, application using data table, Scenario Manager.

Block-5:Data analysis and Data Visualization- Installing data analysis tool pack, descriptive statistics, manual computation of all output of descriptive statistics - Create dashboards in EXCEL.

Text Books

- (1).Alan Murray, Advanced Excel Formulas: Unleashing Brilliance with Excel Formulas, 2022, Apress
- (2).Lokesh Lalwani, Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, 2019, bpb publications.

Reference Books

- (1).Ritu Arora, Mastering Advanced Excel, 2023, bpb publications.
- (2).Adam Ramirez, Excel Formulas and Functions: Step-By-Step Guide with Examples, 2021, Repro books

Web Links

- https://onlinecourses.nptel.ac.in/noc22_mg35/preview
- https://onlinecourses.nptel.ac.in/noc21_ge21/preview

Course Outcomes

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

- CO1: Analyze the basic functions of EXCEL
CO2: Demonstrate the good understanding of spreadsheet design
CO3: Apply the functions of filtering and macros in spreadsheet
CO4: Apply the robust and dynamic models based on inputs
CO5: Analyze and visualize the data for decision making

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Code	:	OCMBA-218
Course Title	:	Practical - Entrepreneurship Lab
No.of Credit	:	1

Course Objectives: The objective of this Course is-

- To assess the Entrepreneurial traits among the students
- To prepare project proposals and plans
- To improve management Knowledge, skills and ability.

Lab

1. Assessing entrepreneur potential and Assessment of problem-solving ability
2. Exercises in creativity
3. Conducting market survey to know the demands for different products
4. Preparing advertisements for popularization of products and news writing
5. Preparing project proposals
6. Individual and group presentations and evaluation of presentation
7. Telephonic conversation: Rate of speech, clarity of voice, speaking and listening politeness, telephonic etiquettes
8. Conducting meeting – Purpose, procedure, participation, physical arrangements, recording and writing of minutes of meeting
9. Seminar and conferences: Use of body language
10. Conducting mock interviews – testing initiative, team spirit and leadership
11. Group discussion and debates on current topics
12. Visit to entrepreneurship institute/ case study of successful entrepreneurs
13. Presentations by the students

Textbooks

- (1).S.S.Khanka, “Entrepreneurial Development” S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.
- (2).Donald F Kuratko, “Entrepreneurship – Theory, Process and Practice”, 9th edition, Cengage Learning 2014

Reference Books

- (1). Arya Kumar, “Entrepreneurship”, Pearson Education, New Delhi, 2012
- (2). Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
- (3). Gupta S.L. and Arun Mittal, “Entrepreneurship Development”, International Book House Pvt. Ltd., New Delhi, 2011.
- (4). P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997. R5: Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning.2012

Web Links

- <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/>
- <https://openpress.usask.ca/entrepreneurshipandinnovationtoolkit/chapter/chapter-1-introduction-to-entrepreneurship/>
- <https://articles.bplans.com/10-great-websites-for-entrepreneurs/>
- <https://www.entrepreneur.com/article/272185>

Course Outcomes

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

- CO1: Develop advanced competencies that foster entrepreneurial venture development from idea creation to commercialization and new business plan development.
- CO2: Describe basic concepts underlying the domain of Entrepreneurship and Innovation
- CO3: Analyze and interpret the business environment from professionals through engagement and feedback.
- CO4: Understand the role and importance of technology and digitization for new businesses
- CO5: Evaluate the project with respect to resource mobilization especially venture capital and start-ups and risk involved for entrepreneurs

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OCMBA-311
Course Title	:	Strategic Management
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To learn the major initiatives taken by a top management involving resources and performance in external environments.
- To understanding organization's mission, vision and objectives, developing policies
- To plan and understand the analysis and implementation of strategic management in strategic business.

Block-1: Introduction Strategic Management- Conceptual framework for strategic management - Concept of Strategy and the Process – Strategic Intent: Vision, Mission, Business definition, Objectives and Goals. Strategic Management for sustainability: Stakeholders’ Management, Corporate Governance and Corporate Social Responsibility.

Block-2: Environmental Scanning, Portfolio Analysis- Environmental appraisal - Internal and External environment - Environmental sectors - Environmental scanning - Appraising the environment – ETOP, Porter’s Five Forces Model Organizational appraisal – Dynamics of Internal environment - Organization Capability Factors - Methods: Internal Analysis, Comparative Analysis, Comprehensive Analysis – SWOT analysis. Competitive Advantage.

Block-3: Strategy Formulation and Analysis- Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies - Concentration, Integration, Diversification, Internationalization, Retrenchment, Corporate restructuring. Business Level Strategies: Cost Leadership, Differentiation, Focus, Integrating Cost Leadership and Differentiation - Tactics for business strategies (Timing and Location) - Business Strategies for different industry conditions (Embryonic, Growth, Maturity, Decline) - Business Strategy in the Global Environment. Strategic Analysis and Choice: Tools and Techniques for Strategic Analysis - Corporate Portfolio Analysis, Experience Curve Analysis, Life Cycle Analysis, Strategic Groups Analysis, Value chain Strategic Choice – Strategic Plan and Preparation. Strategic Advantage Profile - Corporate Portfolio Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balance Score Card-Blue Ocean and Red Ocean strategy.

Block-4: Strategic Implementation- Pursuing strategies: Methods - Strategic alliance, Joint Ventures, Mergers and Acquisition, Strategic outsourcing - Digitalization in pursuing strategies. Strategic Implementation - Model of Strategic Implementation - Structural Implementation - Behavioural Implementation -Functional and Operational Implementation.

Block-5: Strategy Evaluation and Other Strategic Issues- Strategic Evaluation and Control: Nature - Importance - Participants - Barriers - Techniques.

Text Books

- (1).Strategic Management, Azhar Kazmi & Adela Kazmi, McGraw Hill Publications, Fifth edition, 2020.
- (2).Hill & Jones Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
- (3).Fred David & Forest David, Strategic Management: A Competitive Advantage Approach Concepts and Cases Global Edition 16th Edition, Pearson, 2016

Reference Books

- (1).Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal,2018, Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Fifteenth Edition, Pearson.
- (2).Frank T Rothaermel, 2021 Strategic Management, 4th Edition, McGraw Hill.

Web Links

- <https://online.hbs.edu/blog/post/types-of-business-models>
- <https://www.blueoceanstrategy.com/tools/red-ocean-vs-blue-ocean-strategy/>

Course Outcomes

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

CO1: Understand the concepts of strategic management.

CO2: Develop familiarity with both internal and external environments in the strategy formulation process.

CO3: Examine the types of strategies and various benefits associated with each strategy.

CO4: Understand how to make a choice of strategy and understand how to analyze business situations and apply these concepts to solve business problems.

CO5: Examine about strategic evaluation and other issues related to strategy

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OCMBA-312
Course Title	:	International Business
No.of Credit	:	4

Course Objectives: The objective of this Course is-

- To Gain the conceptual clarity of the theoretical aspects of international trade and finance
- To Get exposure to the business implications of international environment
- To Examine the broad strategies in the international business

Block-1: Introduction to International Business –Definition – Internationalizing business-Advantages –factors causing Globalization of business- Theories of international trade. Regional trade blocks. GATT and World Trade Organization. Dixon Ticonderoga Victim of Globalization? – Case Study

Block-2: International Business Environment- International business environment -Political, economic, cultural environment and Legal Environment in International Business- BRICS, G20 Environment. A Case of AIDS – Case Study.

Block-3: International Strategic Management- Global entry strategy – different forms of international business – advantages - organizational issues of international business – Global organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system. Dell’s Turnaround Strategy in 2008 – Case Study.

Block-4: Production, Marketing, Financial And Human Resource Management of Global Business- Global production –Location –scale of operations- cost of production – Make or Buy decisions International Marketing Environment and global marketing strategy - Global Finance – International Sources of fund- Recent Changes in the International finance- Foreign exchange – Exchange rate risk and management- Global HR– selection of expatriate managers- Training and development – compensation. Expatriates at Royal Dutch Shell- Case Study.

Block-5: Conflict Management and Ethics in International Business Management- Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies -Ethical issues in international business The Ford Ethical- Case Study.

Text Books

- (1).Charles W.I. Hill, International Business, 11th edition, McGraw-Hill Education, 2022.
- (2).John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2022.

Reference Books

- (1).K. Aswathappa, International Business, 7th Edition, Tata Mc Graw Hill, New Delhi, 2022.
- (2).Subba Rao P, International Business (Text and Cases), Himalaya Publishing House – Tenth Revised Edition – 2022
- (3).International Business Management (A Global Perspective) –Pradip Kumar Sinha and Sanchari Sinha- Excel Books- New Delhi,2022

Web Links

- https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your- business/overseas
- https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20business

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Develop the conceptual clarity of the theoretical aspects of international trade and finance

CO2: Explain the exposure to the business implications of international environment

CO3: Examine the broad strategies in the international business

CO4: Get the exposure to identify the business implications of various functions of international business organization

CO5: Understand the Ethical Issues in International Business

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-313
Course Title	:	Investment Analysis and Portfolio Management
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To equip the students with the knowledge and skills to construct well-diversified investment portfolios that balance risk and return based on the goals and limits of the investor.
- To understand various methods for evaluating portfolio performance, Techniques of portfolio revision against benchmarks and peers to make informed investment decisions and monitor performance.

Block-1: Basics of Investment- Introduction - need for Investment – Investment making process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - investment triangle -Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing -Choosing a fund type-Portfolio management process.

Block-2: Risk and Return of Portfolio- Introduction of Risk and Return - Risk Defined -. Financial analysis, Economic analysis and Capital market analysis -Concepts of risk and return – Measuring portfolio Risk and return - Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution -Predicting asset returns -Optimal portfolios with two risky assets combining risky assets.

Block-3: Security Analysis and Trading -Introduction to security analysis - Primary equity market -. Secondary market and its operations - Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI-. Classification of Security Analysis- Fundamental Analysis-Technical Analysis-Quantitative Analysis Determinants of stock price - Fundamental analysis, - Equity Valuation Models- Event studies - Behavioral finance- - Market and limit orders -short selling and margin - Trading simulation.

Block-4: Portfolio Management- Introduction to Portfolio management-. Investment risk pyramid -Capital Allocation to Risky Assets -Optimal Risky Portfolios - Modern Portfolio Theory -Markowitz portfolio theory - Capital Asset Pricing Model –Security market line- capital market line- Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis - Multifactor Models of Risk and Return.

Block-5: Portfolio Analysis and Evaluation Portfolio Analysis -Portfolio risk and return- Risk-Reward concept - Benefits of portfolio Diversification- - Strategic versus tactical asset allocation – Methods of calculating portfolio return-Portfolio Revision strategies - Active versus passive portfolio management – Introduction to Mutual fund -Portfolio performance evaluation –Performance measurement tools- Treynor,, Sharpe, and Jensen ratios- Monitoring and revision of the portfolio.

Text Books

- (1).Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8th Edition,2020
- (2).Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13th Edition, 2021.

Reference Books

- (1).Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9th Edition, 2021
- (2).V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House,2021.

Web Links

- <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
- <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Explain the investment environment, the investment management and planning.
- CO2: Relationship between risk and return in investments, including how to assess and measure risk, and how different investment strategies affect potential returns.
- CO3: Opportunity to gain insights into analyzing individual securities, employing fundamental and technical analysis techniques to assess investment prospects.
- CO4: Evaluate various portfolio management strategies, asset allocation in portfolio management and risk and return in efficient portfolio.
- CO5: Compare the performance of investment portfolios relative to benchmarks and peer group performance.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-314
Course Title	:	Business Valuation
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To provide students with hands on experience in financial statements valuation.
- To make the students comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

Block-1: Introduction to Business Valuation- Value - meaning - types of value - Valuation vs. Pricing -Misconceptions about Valuation - factors that affect the formation of valuation - Bias in Valuation, Uncertainties in Valuation - Business valuation - Elements of business valuation - Reasons for business valuation - Purpose of valuation - Objectives and key areas of valuation - Steps or process in business valuation - characteristics and common hindrances in business valuation - Approaches to business Valuation - Sources of information and principles of valuation - Valuation through financial performance analysis - SGR, AGR, CAGR, IGR - Relationship between profitability, liquidity and risk.

Block-2: Valuation Using Ratios, Comparable And Residual Method- Assessing the performance using Liquidity Ratios, Profitability Ratios, Leverage or Solvency Ratios, Efficiency or Turnover Ratios, Per Share Ratios and Valuation Ratios - Valuation through comparable firm approach and residual income method.

Block-3: Prospective and Credit Analysis Valuation- Prospective analysis – Credit analysis – Market for credit – Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA - Assessing historical pattern of key ratios among financial(CAMEL analysis) and non-financial firms - Valuation using F Score.

Block-4: Mergers And Acquisition Valuation- Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis - EV - Valuation multiples.

Block V-Equity Valuation-Valuation by assessing the Risk and return of equity - EVA – Dividend pattern analysis – Stock valuation - Valuation of Options & Futures – BS model, Binomial model – Hedging.

Text Books

- (1).Koller, Goedhart, Wessels, Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc. University Edition. 7th Edition, 2020.
- (2).Copeland T E, T.Koller and J Murrin, Valuation: Measuring and Managing the Value of Companies. John Wiley and Sons. 7th Edition, 2020.

Reference Books

- (1).Richard A Brealey, Stewart C Myers and Franklin Allen, Principles of Corp Finance, Irwin/McGraw-Hill. 12th Edition, 2017.
- (2).Pitabas Mohanty, Business Valuation – Text and Cases. Taxmann, 2021

Web Links

- <https://www.coursera.org/courses?query=valuation&page=5&topic=BusinessOnline>
- <https://www.coursera.org/learn/advanced-valuation-and-strategy>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Apply the basic techniques of valuation of financial statement analysis

CO2: Apply value-relevant information contained within financial statements

CO3: Evaluate and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on the sensitive assets (equity and debt securities)

CO4: Analyze the ratios for M& A and restructuring

CO5: Apply the concept of PEG and other valuation models

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-315
Course Title	:	Financial Markets and Services
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To learn about the functioning of financial markets, the role of financial intermediaries, regulatory frameworks, risk management techniques, and investment strategies.
- To demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

Block-1: Structure of Financial System- Structure of Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms- Global financial market.

Block-2: Financial Services- Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – Types of Leases – Evaluation of Leasing Option Vs. Borrowing.

Block-3: Fund Based Financial Services- Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context- Hire purchase finance – leasing.

Block-4: Non-Fund Based Finance- Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE- Mutual Funds – Concept and Objectives - Functions and Portfolio Classification - Organization and Management - Guidelines for Mutual Funds - Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – Demat Services, need and Operations-role of NSDL and CSDL.

Block-5: Microfinance- Overview of Microfinance, Indian Rural Financial System, Introduction To Microfinance, Microfinance Concepts, Products, (Savings, Credit, Insurance, Pension, Equity, Leasing, Hire-Purchase Service, Microfinance in Kind, Micro-Remittances, Micro Securitization. Microfinance Models: Generic Models viz. SHG, Grameen, and Co-operative, Variants SHG NABARD model, SIDBI Model, SGSY Model, Grameen Bangladesh Model, Credit Unions. Poverty and Need of Microfinance. Gender Issues in Microfinance.

Text Books

- (1).Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Publishing Company Ltd., New Delhi. 2022.
- (2).Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Pearson Education, New Delhi. 2022.

Reference Books

- (1).Gupta, Amitabh, Mutual Funds in India: A Study of Investment Management, Anmol Publications, Pvt. Limited, New Delhi. 2023.
- (2).Mark Grinblatt and Sheridan Titman: Relationship between financial markets and corporate decision-making, published by McGraw-Hill Education.

Web Links

- <https://gdcboysang.ac.in/About/droid/uploads/PAA-BBA5thSem.pdf>
- https://pdf.usaid.gov/pdf_docs/PA00M766.pdf
- <https://youtu.be/rBSCvPYGnTc?si=rN8GzWjBVG32ob0W>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Understanding financial system's role and operations for economic development.

CO2: Analyzing the growth of financial services in the Indian context.

CO3: Exploring leasing as a financial option and its applications.

CO4: Examining guidelines for the operation of mutual funds.

CO5: Analyzing specific models such as the NABARD, SIDBI, SGSY, and Grameen Bangladesh models.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-316
Course Title	:	Financial Derivatives
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand the concept of Derivatives and its type
- To review the set of modern financial instruments available that a firm can use to optimize the management of the risks the company

Block-1: Introduction to Derivatives and Forward- Introduction to derivatives – History of derivatives - types – necessity for derivatives - Evolution of derivatives in India - Major recommendations of Dr. L C Gupta committee - Derivative trading in NSE/BSE - Introduction to Forward Contracts & its demerits - Pricing of forward contract - Trading mechanism of forward contracts - Calculation of payoff for forward contract.

Block-2: Futures Contract- Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins – initial & marked- to-market with calculations, Cost of carry, Roll over - Traders of futures contract = Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk - Difference between forward and futures contract.

Block-3: Options Contract- Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting option pricing

Block-4: Swaps Contract SWAPS - Evolution and features of swaps - Types of swaps - Uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working.

Block-5: Risk Management in Derivatives- Risk identification and Risk Evaluation, Risk assessment and Management. Risk analysis: Risk control. Types of risks - Portfolio analysis - Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory. Value at Risk (VAR) - Monte Carlo simulation, stress testing and back testing. CAPM, Arbitrage Pricing Theory, Sharpe Ration, Treynor Ration, Jensen Index.

Text Books

- (1).Hull, John C, Options, Options, futures and other derivatives, Prentice Hall of India,10th edition, 2016
- (2).Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson, 2017

Reference Books

- (1).Kevin, S, Commodity and Financial Derivatives, PHI, 2016
- (2).Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2015

Web Links

- https://onlinecourses.nptel.ac.in/noc24_mg19/previewOnline
- https://onlinecourses.nptel.ac.in/noc22_mg91/preview

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Apply knowledge of key financial building blocks used in constructing complex derivative instruments

CO2: Analyze and evaluate the futures market

CO3: Compute call and put option payoffs

CO4: Distinguish the different swap contracts

CO5: Comprehend the steps in management of risk

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-317
Course Title	:	International Finance
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets.
- To focus on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management. It enables the students to understand the crux of the international financial market.

Block I Introduction- Introduction - concept of International trade - International Business - International Finance and differences among them - Theories of International trade - International trade financing in India- Balance of payments (of India)- International Monetary System - Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard - The Bretton Woods System - Current monetary system - European Monetary Union - IMF and World Bank – Different development banks like ADB, BRICS Development Bank and EBRD etc.

Block ii Foreign Exchange Management Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations-direct, indirect and cross currency - various kinds of transactions and their settlement dates - forward rates – Swaps - Quotes for various kinds of Merchant transactions - Early delivery, extension or cancellation of Forward contracts - Concept of cryptocurrency - Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity - relationship between PPP and IRP - reasons for deviation from PPP and IRP - models of exchange rate forecasting- forward rate as an unbiased predictor - the Demand-Supply approach - the monetary approach - the Asset approach - the portfolio balance approach - other models.

Block iii Foreign Exchange Exposures Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods - Statement of Financial Accounting - Standards No.8 - Statement of Financial Accounting Standards No.-52 - Transaction Exposure- Managing Accounting Exposure-Managing Transaction and Translation Exposure- Designing a Hedging Strategy - Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure - Identifying Economic Exposure- Calculating Economic Exposure, Operational Measure of Exchange Risk - Multinational Financial System- Value of the Multinational Financial System- Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy-Transfer Pricing and Tax Evasion - Issue of GDR, ADR Euro bonds and foreign bond.

Block Iv International Investment Management International Portfolio Investment-Issues in Foreign Investment Analysis - International Bond Investing - Strategies for Direct Investment - Bond Investment & Portfolio Investment - Optimal International Asset Allocation - International project appraisal - IRR and APV methods; Managing Political Risk-Measuring Political Risk - Country Risk Analysis - Managing Political Risk - Post-expropriation Policies - Multinational Working Capital Management: Current Asset

Block V World Financial Markets And Institutions World Financial Markets & Institutions - International Banking and Money Market - International Bond Market - International equity markets - Interest Rate and Currency Swaps – Derivatives markets- Regulations and supervision of financial markets and institutions – emerging trends and challenges in financial markets – Global Governance – Global investment and Capital flow- global financial crisis and risk management.

Text Books

- (1).International Financial Management" Author: Jeff Madura Year: 2021 Edition: 14th Edition Publisher: Cengage Learning
- (2)."Multinational Business Finance" Authors: David K. Eiteman, Arthur I. Stonehill, and Michael H. Moffett Year: 2019 Edition: 15th Edition Publisher: Pearson

Reference Books

- (1)."International Finance: Theory and Policy" Authors: Paul R. Krugman and Maurice Obstfeld Year: 2017 Edition: 11th Edition Publisher: Pearson
- (2)."Fundamentals of Multinational Finance" Authors: Michael H. Moffett, Arthur I. Stonehill, and David K. Eiteman Year: 2021 Edition: 7th Edition Publisher: Pearson

Web Links

- <https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization>
- <http://people.stern.nyu.edu/igiddy/fxrisk.htm>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1:** Understand international trade, finance, monetary systems, exchange rates, and the role of global financial institutions in economic development.
- CO2:** Apply the forex market operations, exchange rate mechanisms, forecasting models, and the impact of cryptocurrencies on foreign exchange management."
- CO3:** Analyze and manage foreign exchange exposures, design hedging strategies, and understand multinational financial systems and international financial instruments.
- CO4:** Evaluate international investment strategies, manage political and country risks, and optimize multinational working capital for effective asset allocation.
- CO5:** Comprehend global financial markets, international banking, regulatory frameworks, emerging trends, and risk management strategies in a global context

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OFMBA-318
Course Title	:	Mergers, Acquisitions and Corporate Restructuring
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To develop a Comprehensive Understanding of Mergers and Acquisitions (M&A) From the Perspective of The Corporate Executive.
- To assess the financial feasibility and valuation of merger and acquisition transactions, including financial modeling, valuation methods, and due diligence.

Block-1: Mergers- Introduction - Merger and Acquisition: Meaning of Mergers And Acquisitions (M & A), Motives Behind – Merger Process and Negotiation -Types of Mergers -Characteristics of Merger, Divestitures-Sell Off, Spin Off, Equity Carveout, Going Private, Demergers and Leveraged Buyouts- Valuation in M&A-Cash Flow Based Approach- Valuation of Synergies-Relative Valuation Approach- Cross-Border Mergers -Legal and Regulatory Aspects of Mergers.

Block-2: Acquisitions-Meaning of Acquisition –Types of Acquisition -Negotiation/Approach for Merger, Acquisition and Take-Over - Contracting - Implementation of Merger And Acquisition - Managing Post- Merger Issues - Legalities Involved In Merger, Acquisition and Take-Over - Ethical Issues of Merger And Take-Over – Defensive Tactics For Mergers. Takeovers- Types, Takeover Strategies, – Financial Defensive Measures – Methods of Resistance – Anti-Takeover Amendments – Poison Pills - International and Cross-Border Acquisitions- Legal and Regulatory Aspects of Acquisitions.

Block-3: Corporate Restructuring-Corporate Restructuring – corporate restructuring in strategic management and value creation - Significance - Forms of Restructuring – Joint Ventures – Sell Off and Spin Off – Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) – Management Buy Outs – Master Limited Partnership– Limited Liability Partnership (LLP) In India: Nature and Incorporation of LLP- De Merger- Strategic Alliance- Buyback of Shares. - Case studies of successful and unsuccessful corporate restructuring transactions.

Block-4: Accounting For Amalgamation & Legal And Regulatory Framework of M & A- Meaning Of Amalgamation, Types of Amalgamation, Methods of Accounting for Amalgamation, Meaning of Consideration, Treatment of Goodwill, Reserves and Other Profits--Provisions of the Companies Act, 1956 Relating to M & A, Buyback of Shares, Provisions Of SEBI Act, 1992 and 1997, Provisions Relevant to M & A Activity in The Income Tax Act, and Foreign Exchange Management Act. -Accounting aspects of M&A- Mergers & acquisitions laws and regulations India 2024.

Block-5:Theories of Merger- Theories of Mergers and Acquisitions- Strategic Theories of Merger - Financial Theories of Merger- Economic Theories of Merger -Tax aspects in mergers & acquisitions –Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – The role of private equity, venture capital, and activist investors.

Text Books

- (1)Patrick A.Gaughan, “Mergers and Acquisitions Corporate Restructuring”, Wiley Publishers, 8thEdition, 2023.
- (2).Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies &Practices Paperback –, TAXMANN, 2022

Reference Books

- (1).Karn Gupta, “Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position”, Lap Lambert Academic Publishing, 2023.
- (2).Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath.S.R – Sage Publication (2022).

Web Links

- <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-six-types-of-successful-acquisitions#>
- <https://www.jstor.org/stable/27747463?seq=1>
- <https://iclg.com/practice-areas/mergers-and-acquisitions-laws-and-regulations/india>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1:Gain a comprehensive understanding of the concept of mergers and acquisitions, including merger process, negotiation strategies, and the various types of mergers
- CO2:Develop the skills in financial analysis and valuation techniques specific to M&A transactions, including assessing the value of target companies and evaluating the financial impact of acquisitions.
- CO3:Gain knowledge in evaluating the risks and opportunities associated with different forms of corporate restructuring and determining the most appropriate course of action for organizations in various contexts.
- CO4: Demonstrate an advanced understanding of the accounting aspects of mergers and acquisitions (M&A), including the meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, treatment of consideration, goodwill, reserves, and other profits
- CO5: Well-equipped to analyze, evaluate, and engage in merger and acquisitions operations.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-313
Course Title	:	Consumer Behaviour
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand the theoretical foundations of consumer behavior.
- To analyze how psychological factors influence consumer decision-making.
- To explore the impact of sociocultural factors on consumer behavior.
- To examine the role of consumer research in marketing strategy development
- To apply consumer behavior concepts to real-world marketing challenges.

Block-1: Introduction to Consumer Behavior- Definition and scope of consumer behavior -Evolution of consumer behavior research- Importance of studying consumer behavior for marketers-Overview of key concepts and theories Historical perspectives - Evolution of consumer behavior research - Importance of consumer behavior in marketing.

Block-2: Consumer Decision-Making Process- Overview of the consumer decision-making process - The role of consumer behavior in marketing strategy - Models of consumer decision making-Need Recognition-Information search-Evaluation of alternatives-Purchase decision-Post-purchase behavior- Perception and sensation in consumer decision making - Learning theories and their application to consumer behavior - Motivation and emotion in consumer choices.

Block-3: Psychological Influences on Consumer Behavior Perception - Motivation - Attitudes and Persuasion- Personality and lifestyle - Theoretical Frameworks in Consumer Psychology-Individual Differences in Consumer Behavior- Learning and Memory in Consumer Behavior-Social Influence on Consumer Behavior- Cultural Influences on Consumer Behavior-Applying Psychological Insights to Marketing Strategies - Ethical Considerations in Consumer Psychology.

Block-4: Sociocultural Influences on Consumer Behavior Culture and subculture - Social class - Reference groups and social influence - Family influences - Gender and consumer behavior - Individual Differences in Consumer Behavior- Age and life-stage influences - Ethnicity and multicultural marketing - Personality traits and consumer behavior - Values and beliefs.

Block-5: Future Trends in Consumer Behavior- Emerging Trends in Consumer Behavior - Shifts in shopping preferences (e.g., online vs. offline, mobile shopping) - Technologies and consumer behavior - Influence of social media and digital marketing - Personalization and customization - Augmented reality and virtual reality in consumer experiences - Sustainable and ethical consumption- Globalization and cross-cultural consumer behavior-Implications for marketing practice.

Text Books

- (1).Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon 2023.
- (2).Consumer Behavior by Leon G. Schiffman and Leslie Lazar Kanuk, 2018.

Reference Books

- (1).Building Marketing Strategy" by Del I. Hawkins, David L. Mothers Baugh, and Roger J. Best 2020.
- (2).Consumer Behavior, A Framework" by S. Ratneshwar, David Glen Mick, and Cynthia Huffman 2022.

Web Links

- <https://aclasites.wordpress.com/wp-content/uploads/2017/02/consumer-behavior-building- marketing-strategy-11th edition.pdf>
- <https://www.determ.com/blog/future-of-consumer-behavior>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Identify Factors Influencing Consumer Behavior.
CO2: Understand Consumer Decision-Making Processes.
CO3: Apply Consumer Behavior Concepts to Marketing Strategies.
CO4: Analyze Global and Cross-Cultural Consumer Behavior.
CO5: Evaluate the Contemporary Consumer Issues.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-314
Course Title	:	Retail Management
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand the concepts of retail, types of retailing, retailing concepts, strategies, retail growth industries.
- To create awareness about the global retail trends and types of retail formats.
- To understand the store locations its concepts, recent trends in store location, technology in E - Retailing.

Block-1:Introduction to Retail Management- Introduction - Definition - scope – Characteristics – Evolution –Functions – The retailing process - Managing a retail store / chain -Classification of retail formats - Private label brands or store brands - Retail industry in India -Principles – Retail Sales Goals – Retailing in India – Retailing across the Globe – Global Retailing Trends – Reasons for Retail Growth –Emerging Trends – FDI in Retail Management.

Block-2:Retail Formats-Delivering value through retail formats: Store Based Retail Formats –Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling –Traditional Retailing, Non – Traditional Retailing and Other Emerging.

Block-3:Merchandise Management- Deciding Location: Store Location – Introduction – Importance – Target and Store Location – Selection of Loyalty – Site Analysis – Trading Area Analysis – Demand Density – Supply Density – Site Availability – Common Errors – Recent Trends in Store Location. Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager

Block-4:Retail Buying/Merchandise Buying Systems- Retail Buying/Merchandise Buying Systems: Buying System for Staple and Fashion Merchandise – Merchandise Budget Plan – Evaluation of Merchandise Budget Plan – Open–To–Buy System – Allocation of Merchandise to Stores – Analyzing Merchandise Performance – Global Sourcing Decisions – Costs Associated with Global Sourcing – Managerial Issues – Ethical and Legal issues –Counterfeit Merchandise- Retail Marketing Segmentation: Concept, Significance and Philosophies of Market Segmentation – Identification of Target Market – Market Segmentation Process – Understanding Target Market – Market Demand Potential – market Supply Factors

Block-5:Technology in Retailing- E-retailing: Formats, Challenges, Green Retailing - Concept and Importance and Technology in Retailing–Use of technologies in Retailing - Electronic Data Interchange (EDI) - Retailing through Internet – Factors Affecting Internet Buying Decisions – Data Base Management system - Traditional Retailing Vs Cyber Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc.,

Text Books

- (1).Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson Prentice Hall, 16th Edition, 2021.
- (2).Rishi Kapal,'Future of Retail Management: Blending Digital and Traditional Practices Publisher, 1st Edition,2023.
- (3).Suja Nair . Retail management, 1st Edition, Jain Bulk Depot ,2022.
- (4).Patel, V. R., & Kumar, R. (2019). Retail management in India: Strategies and practices (2nd ed.). Sage Publications India.
- (5).Singh, A., & Gupta, P. (2021). Contemporary retail management: Indian perspectives (1st ed.). McGraw-Hill India.

Reference Books

- (1).Berman, B., & Evans, J. R. (2018). Retail management: A strategic approach (13th ed.). Pearson.
- (2).Chetan Bajaj, Tuli & Srivastava(2010), RETAIL MANAGEMENT, Oxford University Press, New Delhi.
- (3).Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, Retail Management, Pearson Education, 2017
- (4).Patel, V. R., & Kumar, R. (2019). Retail management in India: Strategies and practices (2nd ed.). Sage Publications India.

Web Sources

- <https://intellipaat.com/blog/what-is-retail-management/>
- <https://www.economicdiscussion.net/marketing-management/what-is-marketingmanagement/31788>
- <https://factech.co.in/blog/mall-management-system/>
- <https://www.emarketer.com/insights/definition-retail-technology/>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Relate the concept of the retail management, its evolution and the types of retailing management.

CO2: Interpret the concept of retail and store format in the retail management

CO3: Adapt to the e - Technology in retail management

CO4: Examine the retail buying merchandising system

CO5: Experiment with the merchandise, their target location, site location and the roles & responsibilities of merchandize manager

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-315
Course Title	:	Digital and Social Media Marketing
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To study about the foundations of Digital Marketing Management as a functional area of business.
- To study about the application of digital and social media marketing concepts in making strategic decisions.

Block-1: Introduction to Digital Media Marketing and Planning-Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Evolution of Digital Marketing - Comparison of Digital vs Traditional Marketing - Digital Marketing Funnel - Career Roles & Skills for Digital Marketing -Understanding Digital advertising - Basics of Digital Media Planning. Defining Campaign Goals and KPIs - Customer Decision journeys - Translating a Brief into a Media Plan - Assigning media weights to your plan - Investment Strategy - Media Buying - Programme Matic, Mobile, Ad networks, etc. -Campaign optimization & Measurement.

Block-2:Digital Presence & Social Media Marketing - Importance of Digital Presence - Types of Digital Presence - Booking of Website Domain - Web Hosting- Content Management System (CMS) -WordPress -Shopify-Creating Profiles and Marketing on social media -platforms -Facebook -LinkedIn - Microblogging with Twitter - Instagram - YouTube. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance. - Concept of Theme and Plug-In Apps - Plug-In Apps for social media, emailing, Images- Data Backup, Security, Retailing Swatches, Cart Management.

Block-3:SEO & SEM-Search Engine Marketing (SEM) -Search Engine Optimization (SEO) - Pay Per Click (PPC) -Search Engines – Business Model (Google) -Keyword Research & Keyword Oriented Content Writing - On Page Optimizations - Content Optimization -Off Page Optimizations -Google Trends - Google Search Algorithm Updates-Digital Ad Networks – Google / Facebook -Google AdWords - Search Advertising Module - Display Advertising Module -Remarketing -Branding via Paid Networks - On page Optimization technique - Landing Page and Dynamic URL - Ad Making Strategies -Campaign Management & Campaign Optimization - Digital Ad Analytics.

Block-4:Marketing in the Digital Era- Segmentation – Importance of Audience Segmentation, how different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. Google AdSense -Earning via Google -Account Creation - Code Installation - Affiliate Marketing-Email Marketing (Newsletter, Transactional, Promotional, Opt-In etc.) –Email Marketing Servers - Email Marketing Software.

Block-5: Digital Marketing Plan- Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan

Text Books

- (1).Jeremy Kagan &Siddharth Shekhar Singh, Digital Marketing: Strategyand Tactics , Wiley publications, 2020
- (2).S.Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publications,2022
- (3).Wright, Social Media Marketing, SD Publishing LLC,2019
- (4).Keith A. Quesenberry ,Social Media Strategy: Marketing, Advertising, and Public Relations in the Consumer Revolution, 4th edition, Rowman & Littlefield Publications 2024

Reference Books

- (1).Digital Marketing Essentials You Always Wanted to Know (Self-Learning Management Series)- Vibrant Publishers ,2020
- (2).Puneet Bhatia ,Fundamentals of digital Marketing, Pearson Education,2023
- (3).Kavita Kamath ,Social Media Marketing Essentials You Always Wanted To Know, ISBN 978-1636512181, 2024

Web Links

- <https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-social-media-and-digital-marketing/>
- https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google_vignette
- https://www.tutorialspoint.com/social_media_marketing/index.htm
- <https://www.slideshare.net/nusantara99/digital-and-social-media-marketing-50378705>
- <https://www.slideshare.net/e.erasmus/social-media-amp-sm-marketing>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Demonstrate how user-generated content in social media can be collected and analyzed to guide marketing strategy.
- CO2: Illustrate the various types of digital & social marketing formats.
- CO3: Examine the features of Media and its evaluation, types of media.
- CO4: Determine the significance of social promoting brands through digital marketing.
- CO5: Develop the latest technological intervention in marketing that enhances the performance of computerized clients.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-316
Course Title	:	Product and Brand Management
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand the basics of product management, classification of the product.
- To study about the design thinking of product and the product road map strategies adopted in the current scenario.
- To familiarize the concept of brand, brand management and its types of brand management.
- To analyses the concept of brand equity, brand identity, brand association
- To examine the Indian and Global brand strategies

Block-1: Introduction to Product Management- Product- Meaning, Classification of Products, Levels of Products- Product Strategies adopted in various sectors- New Product Development Strategies- Product Line Strategies - Product Mix Strategies – Product development strategies - Role of Product manager – Product Management Dimensions.

Block-2:Design Thinking in Product Management- Design thinking in Product Management – Significance of design thinking for product management – Approach of design thinking in Product Management – Set up for Product Launch Strategies - Design a Product Road map – Building a product market journey.

Block-3: Introduction to Brand Management- Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – Features of good brand name- - Types of Brands -. Brand Extension: Types of Extensions, Brand Creation, Re-branding and re-launching. Managing Brands – Brand Architecture - Designing the brand architecture.

Block-4: Brand Equity, Brand Positioning- Brand Equity: Four Theories of Brand Equity - Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism of Brand Identity. Significant Terms: Brand Awareness, Brand Associations, Brand Identity. Introduction, Brand Positioning Defined, Market Segmentation and Positioning, Developing a Positioning Strategy, Brand Positioning Strategies.

Block-5: Brand Communication -Brand Communication - Brand image Building – Brand Loyalty programmes– Brand Promotion Methods – Role of Brand ambassadors, celebrities – Online Brand Promotions. – Key concepts in brand management – Advertisement & Brand Communication.

Textbooks

- (1).Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.
- (2).Isaac C. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran Strategic Brand Management, 5e Paperback, Pearson Education India – 2020
- (3).Tom Chavez, Chris O'Hara, Vivek Vaidya, Brand Management, Mac Graw Hill, 1st Edition, 2019.

Reference Books

- (1).Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5th Edition 2017.
- (2).Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition,2016.

Web Sources

- <https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-oneeverything-about-Product-and-Brand-Management>
- <https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/>
- <https://www.slideshare.net/jwayne2013/branding-ppt-16015717>
- <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.htm>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Differentiate between product and service characteristics and identify service quality management as the basis for developing customer satisfaction
- CO2: State the importance of brand extensions and branding relationship
- CO3: Examine basic concept of product mix, product decisions and product line
- CO4: Identify the brand equity, brand identity and brand name
- CO5: Analyze the concept of brand association and branding in the current scenario.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-317
Course Title	:	B2B Marketing
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To study about the B2B markets are often characterized by the fact that a limited number of counterparts make up for a large portion of a company's business.
- To identify the conscious choices of models of analysis and other theoretical tools designed for the challenges that companies in B2B markets face.

Block-1:Introduction to B2B Marketing- Fundamentals of inter-organizational marketing: Business marketing and Business market customers - Characteristics of Business Marketing, Strategic role of b2b marketing - Classification commercial practices, Classification of markets, B2B and e- commerce-B2B- Direct Marketing- the Basics; Tasks, Forms. Review of inter-organizational markets, Demand on inter- organizational markets, Hands-on inter- organizational markets.

Block-2: Organizational Buying and Buyer Behavior Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers, Value analysis, Buy grid framework, Strategic procurement. The behavior of customers at the B2B markets: purchasing process, purchasing role, the development of needs at the organizations.

Block-3: B2B Marketing Strategy -Strategy making and strategy management process - Industrial product strategy–Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market Channels- The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. Pricing strategies- The pricing policy; Price on the Internet; Financial marketing, competitive bidding, commercial terms and conditions, role of leasing.

Block-4: B2B Marketing STP- Market Segmentation, bases for segmenting business markets, basic framework of segmentation, choosing target segments and positioning. Strategic decision making in industrial markets, strategic planning at corporate levels, allocation of resources, portfolio analysis, developing SBU'S objectives and goals, implementing and controlling marketing plan. Marketing through electronic commerce.

Block-5: Business Marketing Channels and Participants-Business Marketing Communications and Channels- B2B Advertising, Digital marketing, - The communication process in B2B, Public relations, Advertising, Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis -Business marketing channels and participants - Channel design and management decisions -B2B logistics management.

Text Books

- (1).Ross Brennan , Louise Canning and Helen McGrath ,Business-to-Business Marketing, 6th edition SAGE Publications Ltd Publications 2024
- (2).Krishna K. Havaladar & Shailendra Dasari,B2B Marketing: Text and Cases , 5th Edition ,McGraw Hill Publications 2021,

Reference Books

- (1).Alexander Kesler,250+ Best Practices for B2B Marketing Success, Skyhorse Publications 2024,
- (2).David Sweenor, Ramanathan, Modern B2B Marketing A Practitioner's Guide for Marketing Excellence, Tiny Tech Media LLC Publications,2023

Web Sources

- <https://learn.g2.com/b2b-marketing>
- https://onlinecourses.nptel.ac.in/noc23_mg120/preview

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Illustrate the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
- CO2: Recommend B2B marketing strategies to a specific B2B marketer for achieving specified objectives.
- CO3: Explain the influence of culture on B2B negotiations across different nations.
- CO4: Design an integrated marketing communications plan for promoting B2B products or services.
- CO5: Develop a business marketing plan for a real local company that mainly targets business customers.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OMMBA-318
Course Title	:	International Marketing
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand the fundamental concepts and theories of international marketing.
- To analyze cultural, economic, and political factors influencing international marketing strategies.
- To evaluate market entry modes and expansion strategies for international markets.
- To critically assess the impact of globalization on marketing practices.
- To develop the skills in conducting market research and analysis for global markets.

Block-1: Introduction to International Marketing- Definition and scope of international marketing-Differences between domestic and international marketing-Globalization and its impact on marketing - Cultural dimensions and their impact on consumer behaviour-Cross-cultural communication and marketing strategies.

Block-2: International Market Research- Methods and techniques for conducting international market research-Assessing market potential and opportunities-Market Entry Strategies-Modes of entry into international markets (Exporting, Licensing, Joint Ventures, etc.)-Strategic alliances, and partnerships.

Block-3:Product and Brand Management in International Markets- Product adaptation vs. standardization-Global branding strategies-Successful global product launches-Pricing and Distribution -Pricing strategies in diverse markets-Channel selection and management International Marketing.

Block-4:International Marketing Ethics and Social Responsibility- Ethical issues in international marketing-Corporate Social Responsibility (CSR) in global contexts-Ethical dilemmas faced by multinational corporations-Promotion and Communication in Global Markets-Integrated marketing communications (IMC) in international marketing- Adapting promotional strategies for different cultures.

Block-5: International Marketing Plan Development- Components of an international marketing plan-Developing a marketing plan for a global product or service-Creating an international marketing plan for a new product-Global Market Segmentation and Targeting-Segmentation strategies for international markets-Targeting diverse consumer segments-Segmenting and targeting in global markets.

Text Books

- (1).Global Marketing by Warren J. Keegan and Mark C. Green 2012.
- (2).International Marketing by Philip R. Cateora, John Graham, and Mary C. Gilly 2008.

Reference Books

- (1).Global Marketing Management by Masaaki Kotabe and Kristiaan Helsen 2014.
- (2).International Marketing an Asia-Pacific Perspective" by Richard Fletcher and Heather Crawford 2021

Web Links

- <https://www.enotesmba.com/2015/08/international-marketing-management-notes.html>
- <https://marketinglessons.in/international-marketing-definition-examples>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Understand the important concept of international marketing.

CO2: Recognize factors affecting international marketing decisions.

CO3: Determine the companies' successes in the competitive international area.

CO4: Assess the impact of trade environment and socio-cultural environments on the international marketing strategy.

CO5: Formulate the diversity of international markets and the range of political and competitive environmental influences bearing upon.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-313
Course Title	:	Strategic Human Resource Management
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand and apply strategic HR practices for organizational success, including analysis and resolution of HR management issues.
- To develop skills in strategic HR management to enhance organizational effectiveness and address challenges efficiently.

Block-1: Introduction to Strategic HRM- An Investment Perspective of Human Resource Management- Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources.

Block-2: Integrating Strategy and Human Resource Planning- The strategic role of Human Resource Planning, selecting forecasting techniques- forecasting the supply of human resources- forecasting the demand for human resources- workforce utilization and employment practices.

Block-3: Strategy for Employee Development- Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage-The strategic training of employees’ model.

Block-4: Employee Resourcing Strategy- Objective- Strategic HRM Approach to Resourcing- Components of Employee Resourcing Strategy- Human Resource Planning- Employee Value Proposition- Resourcing Plans- Retention Strategy- Flexibility Strategy –knowledge management strategy- Process of KM- Sources and Types of Knowledge- Approaches to the Development of KM Strategies- Strategic KM Issues.

Block V- Learning and Development Strategy- Strategic Human Resource Development (SHRD)- Strategies for Creating a Learning Culture- Organizational Learning Strategies- Learning Organization Strategy- Individual Learning Strategies Reward Strategy- Structure of Reward Strategy- Content of Reward Strategy- Guiding Principles- Developing and Effective Reward Strategies.

Text Books

- (1).Mello Jeffrey A., (2018), Strategic Human Resource Management, Thompson Press Publishing
- (2).Armstrong, M., Strategic Human Resource Management: A Guide to Action, 4th Edition, Kogan Page Limited

Reference Books

- (1).John Storey, Patrick M. Wright and Dave Ulrich, “The Rout ledge Companion to Strategic Human Resource Management”, Rout ledge
- (2).Phillips, J.M. and Gully, S.M., Staffing Forecasting and Planning, Society for Human Resource Management, 2020.

Web Links

- <https://www.otaru-uc.ac.jp/~js/downloads/SP2005-PDF/SP2005-Chapter2SHRM.pdf>
- https://www.researchgate.net/publication/325952195_Strategic_human_resource_management

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Assess the essence of Strategic Human Resource Management (SHRM) and its alignment with organizational objectives.
- CO2: Analyze the integration of HR strategies with overall business strategies, considering technological advancements and organizational structures
- CO3: Apply forecasting techniques to anticipate human resource supply and demand within an organization
- CO4: Develop effective employee development strategies, including training programs and performance management systems, to enhance competitive advantage
- CO5: Evaluate the impact of SHRM practices on business performance through various metrics and approaches

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-314
Course Title	:	Cross Cultural Management
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To develop a deeper understanding about the theoretical frameworks on cross cultural management.
- To understand the spheres of culture along with its strategies.

Block-1: Introduction to Cross-Cultural Management - Overview of Cross-Cultural Management-Importance and relevance in global business- Understanding culture and its dimensions-Cultural frameworks (e.g., Hofstede, Trompenaars)- Impact of cultural differences on management practices-Cultural intelligence (CQ) and its significance-Developing cultural sensitivity and awareness.

Block-2: Communication Across Culture- Business communication across cultures – Barriers to intercultural communication – Strategies for effective cross-cultural communication-Negotiating Internationally Intro to diversity in organizations-Paradigms for engaging a diverse workforce-Leading diversity in organizations- Inclusion in organizations-Creativity and innovation in diverse organizations.

Block-3: Organizational Cross Culture- Organizational cross culture – International culture - Leadership - Motivation – Behavioral dynamics – Inter-culture exposure – religion – caste; sub-caste methods – superstitious procedures Equal Employment Opportunities (EEO) Meaning-EEO Practices in India.

Block-4: Cross Cultural Team Management- Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Block-5: Culture And Behavior- Culture and behavior - An effect of culture on behavior, adjusting to the New Culture, Cultural relativity of management Theory, Competencies for Global Manager - Cultural competence – Value orientations and Dimensions – Reconciling cultural dilemmas. Value orientations and Dimensions – Reconciling cultural dilemmas

Text Books

- (1).Shobhana Madhavan, Cross-Cultural Management, Oxford University press, 2nd edition, 2016.
- (2).Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2nd edition, PHI publishers, 2022

Reference Books

- (1).Ellen Guffey, Kathy Rhodes, Patricia Rogin, Business Communication Process and Production, Nelson Education Ltd.
- (2).Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson.

Web Links

- <https://www.slideshare.net/SherinThomas34/crosscultural-communication-67734980>
- <https://www.slideshare.net/uaestallion/cross-culture-presentation-22234554>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Identify the key issues raised by international business cases in cross-cultural management.

CO2: Apply analytical and theoretical frameworks to cross-cultural management.

CO3: Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.

CO4: Design various strategies for effective cross-cultural management

CO5: Discuss the various competencies for global manager

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-315
Course Title	:	Counselling Skills for HR Managers
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To demonstrate proficient understanding and application of counseling skills, including effective communication, empathy, and ethical considerations, to support employee well-being and performance.
- To equip HR managers with advanced counseling techniques, emerging HR management Trends, and essential trainer skills. This will enable them to design and implement comprehensive employee support programs and deliver engaging training initiatives effectively.

Block1: Foundations of Counseling Skills for HR Managers- Introduction to Counseling Skills for HR Managers, Understanding Human Behavior, Theories of Human Behavior, Importance of Empathy and Emotional Intelligence, Communication Skills, Analysis of Communication Styles, Active Listening Techniques, Ethical and Legal Considerations, Ethical Guidelines in Counseling, Legal Frameworks in Workplace Counseling, Differences Between Coaching, Counseling, and Mentoring, Distinctions and Applications.

Block-2:Applying Counseling Skills in Performance Management- Utilizing Counseling Skills in Performance Management, Performance Feedback and Coaching, Techniques for Constructive Feedback, Goal-Setting Strategies, Conflict Resolution and Mediation, Managing Workplace Conflicts, Facilitating Dialogue and Mediation, Motivation and Morale Building, Motivational Theories, Recognition and Reward Strategies, Performance Counseling, Addressing Persistent Performance Issues, Collaborative Improvement Plans.

Block-3: Employee Assistance Programmes (EAP) and Crisis Intervention- Role of EAP and Crisis Intervention in Employee Support, Understanding EAP Services, Scope of EAP Services, Promoting EAP Utilization, Crisis Intervention Skills, Techniques for Supporting Employees in Crisis, Protocols for Crisis Management, Stress Management and Resilience, Building, identifying stressors, Strategies for Resilience, Differences Between EAP, Counseling, and Other Support Services, Distinctions and Collaborations

Block-4: Advanced Counseling Techniques, Future Directions, and Trainer Skills- Exploring Advanced Counseling Techniques and Trainer Skills, Solution-Focused Counseling, Techniques for Solution-Focused Counseling, Goal-Oriented Interventions, Counseling Therapies- Introduction to Various Counseling Therapies, Applications in Workplace Settings, Technology and Tele counseling, Utilizing Technology for Counseling, Ethical Considerations in Tele counseling, Wellness Programs and Work-Life Balance, Designing Comprehensive Wellness Programs, Promoting Work-Life Balance Initiatives, Trainer Skills for HR Managers, Developing Essential Trainer Skills, Delivering Effective Training Programs

Block-5: Diversity, Inclusion, and Cultural Competence in Counseling- Incorporating Diversity and Inclusion in Counseling, Cultural Awareness and Sensitivity, Cultural Competence Frameworks, Addressing Biases and Stereotypes, Addressing Workplace Diversity Issues Counseling Approaches to Diversity Challenges, Fostering Inclusive Work Environments, Intersectionality, and Equity, Understanding Intersectionality, Promoting Equity and Social Justice, Differences Between Counseling Approaches Across Cultural Adaptation of Counseling Techniques

Text Books

- (1).Mistich, D.J.,& Herrman, J.W.Effective Counseling Skills: The Practical Wording of Therapeutic Statements and Processes 2023
- (2).Dingman, R. L. Counseling Skills for Managers 2022
- (3).Ely, R. W. Performance Counseling: A Guide to Coaching, Employee Feedback, and Self- Development 2024
- (4).Grouch, K. J. Employee Assistance Programs: A Guide for Managers and HR Professionals 2023
- (5).Piskurich, G. M. The Trainer's Handbook: The AMA Guide to Effective Training 2023.

Reference Books

- Pedersen, P. B., Lonner, W. J., Draguns, J. G., & Trimble, J. E. Counseling Across Cultures 2023.
Hollins, C. D., & Govan, I. 2022 Diversity, Equity, and Inclusion: Strategies for Facilitating Conversations on Race.

Web Links

www.counseling.org; www.shrm.org; www.eapassn.org; www.apa.org; www.trainingindustry.com

Course Outcomes

At the end of the Course, the students will be able to:

- CO1:** Compare and contrast the key theories of human behavior relevant to counseling in HR management.
- CO2:** Demonstrate active listening techniques to enhance understanding and rapport-building with employees during counseling sessions
- CO3:** Evaluate ethical dilemmas in counseling situations encountered in HR management and propose strategies for ethical decision-making
- CO4:** Analyze the distinctions between coaching, counseling, and mentoring, and justify the selection of the most appropriate approach for employee support and development
- CO5:** Design and develop comprehensive workplace wellness programs that address physical, mental, and emotional well-being, integrating principles of counseling and HR management

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-316
Course Title	:	Counselling Skills for HR Managers
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To understand core concepts in Organizational Psychology, its evolution, and contemporary relevance for improving workplace dynamics and employee well-being.
- To develop practical skills in conflict resolution, communication, time management, and mental health support to address diverse organizational challenges and promote a positive work environment.

Block-1: Foundations of Organizational Psychology- Definition and Scope of Organizational Psychology, Key Concepts and Theories, Importance in Modern Workplaces, Historical Perspectives-Evolution of Organizational Psychology, Pioneers and Contributions to the Field, Contemporary Applications-Current Trends and Challenges, Role in Improving Organizational Effectiveness and Employee Well-being.

Block-2:Conflict Resolution and Communication in Organizations- Types of Conflict-Intrapersonal, Interpersonal, and Intergroup Conflicts, Causes and Consequences, Conflict Resolution Strategies-Integrative, Distributive, and Compromise Strategies, Negotiation and Mediation Techniques, Role of Communication in Conflict Resolution-Effective Communication Skills Nonverbal Communication in Conflict Resolution, Managing Inter-group Conflicts-Understanding Intergroup Dynamics, Strategies for Reducing Intergroup Conflicts, Case studies illustrating successful conflict resolution strategies.

Block-3:Time Management and Occupational Health- Understanding Time Management, Techniques for Effective Time Management, Time Management Tools and Resources- Digital Tools, Apps, and Software, Time Management in Virtual and Remote Work Environments, Occupational Health, and Well-being - Consequences of Occupational Stress, Anxiety, and Burnout, Strategies for Preventing and Managing Stress, Anxiety, and Burnout, Importance of Work-Life Balance, Mental Health Issues in the Workplace-Depression in the Workplace: Recognition, Prevention, and Support, Work-related Anxiety Disorders: Identification and Coping Strategies, Addressing Burnout: Signs, Solutions, and Organizational Support.

Block-4: Diversity, Inclusion, and Equity in Organizations- Diversity in the Workplace-Benefits of Diversity, Managing Diverse Teams Effectively, Inclusion and Belonging-Creating an Inclusive Workplace Culture, fostering a Sense of Belonging Among Employees Equity and Fairness-Ensuring Fair Treatment and Opportunities, Addressing Bias and Discrimination, Implementing Diversity, Equity, and Inclusion (DEI) Initiatives, Evaluating the Impact of DEI Programs on Organizational Culture and Performance.

Block-5:Technology, Work, and Organizational Change- Digital Transformation-Impact of Technology on Work Processes and Structures, Adapting to Technological Changes, Remote Work, and Virtual Teams-Managing Remote Teams, Tools, and Technologies for Virtual Collaboration- Organizational Change and Development- Approaches to Managing Organizational Change, Overcoming Resistance to Change.

Text Books

Jex, S. M., & Britt, T. W. (Eds.). (2020). Organizational psychology: A scientist-practitioner approach. John Wiley & Sons.
 Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). Organizational behavior: Improving performance and commitment in the workplace. McGraw-Hill Education.
 Sinclair, R. R., & Coffey, J. K. S. (2017). Occupational health psychology. Wiley-Blackwell.

Reference Books

Kozlowski, S. W. J. (Ed.). The Oxford handbook of organizational psychology. Oxford University Press.
 Andersen, P. A., & Giles, H. H. (Eds.). (2016). Conflict management, negotiation, and communication. Routledge.

Web Links

- www.siop.org
- www.cdc.gov/workplacehealthpromotion/index.html
- www.diversitybestpractices.com
- www.hbr.org/topic/organizational-behavior
- www.forbes.com/digital-transformation

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Define the key concepts and theories in organizational psychology.
 CO2: Assess and identify historical perspectives and contributions of pioneers in organizational psychology.
 CO3: Analyze contemporary applications, trends, and challenges in organizational psychology.
 CO4: Evaluate conflict resolution strategies and their effectiveness in different organizational contexts.
 CO5: Apply time management techniques and tools to improve productivity and well-being in the workplace.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-317
Course Title	:	Manpower Planning
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To equip students with a comprehensive understanding of human resources development and manpower planning, encompassing concepts, dimensions, and diverse approaches.
- To foster an in-depth comprehension of the purpose, processes, and practical applications of manpower planning within various organizational strategies, alongside critical awareness of global trends shaping contemporary human resource planning practices.

Block-1: Manpower Forecasting-Introduction and Objectives- HR Planning Linkages- Influencing Factors- Forecasting Necessity and Steps-Demand and Supply Forecasting Techniques, Key Performance indicators (KPI) of manpower planning-Strategic Staffing- Job Analysis and Description- Common HRP Problems -the link between manpower planning and other HR processes.

Block-2: Analysis of Manpower Planning- Developing a Manpower Plan- Qualitative Side of Manpower Planning- Behavioral event interviewing- standard interviews- competency mapping (skill inventory)- sample Manpower Plan competency mapping-Procedures and steps- methods of data collection for mapping-developing competency models from raw data.

Block-3: Strategic Human Resource Planning- Definition & Concept, Benefits of strategic manpower planning (SMP), methods and tools for SMP-Key steps in SMP: Assessing competencies-Gap analysis and strategy development-A Business process approach to HRP.

Block-4: Manpower Inventory Management- Manpower Inventory- Quantitative Aspects- Qualitative Aspects-Methodology of Computerized Manpower Planning Information System-Use and Applicability of Statistical and Mathematical Models in Manpower Planning-Cohort Analysis-Census Analysis- Markov Models.

Block-5: Recruitment & Selection Techniques- Nature of hiring- regular, temporary, Internal Hiring- meaning & definition of internal and external recruitment- Sources of internal recruitment- circulars, intranet, employee referrals- Appointment or promotion- sources of external recruitment – Scouting- re-recruitment- event recruitment- online recruitment- social recruitment & mobile phone recruitment- recruitment - Selection: Meaning and Significance of Selection- Selection process-Evaluation of Selection System, Errors in selection- Employer branding.

Text Books

- (1).Archarya, Tripathy –Himalaya (2017), Human Resource Planning and Strategic Change
- (2).Santosh Kumar Tripathy Manpower Planning and Strategic Change, Himalaya Publishing House, 9352027817, 2019
- (3).Deepak Kumar Bhattacharya (2016), Human Resources Planning, Excel Book Publishers, 3rd edition

Reference Books

- Smith, J. A. (2019). Strategic Manpower Planning: A Comprehensive Guide (2nd ed.). Acme Publishing.
 B. Vamsi Krishna and G.Venkataramana, Manpower Planning Recruitment and Selection, Jawaharlal Nehru Technological University Kakinada, Andhra Pradesh by Thakur publication, ISBN- 978-93-90460-37-3

Web Links

- <https://www.slideshare.net/slideshow/book-manpower-planningpdf/251409931>
- <https://www.tppl.org.in/2020/third-sem/5819-manpower-planning.html>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Understand the core principles and goals of manpower planning and its pivotal role in harmonizing organizational strategies with human resource management.

CO2: Analyze and forecast future manpower needs using appropriate techniques, such as demand and supply forecasting, competency mapping, and job analysis.

CO3: Discuss about the strategic impact of staffing decisions and strategic HR planning, highlighting the alignment of talent with organizational objectives.

CO4: Utilize advanced statistical models such as Markov models and cohort analysis to analyze workforce trends and devise efficient manpower inventory management strategies.

CO5: Design, implement, and evaluate career planning and succession management programs to ensure the continuity of talent and organizational sustainability.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OHMBA-318
Course Title	:	Team Dynamics At Work
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To focus on team performance goals in the organization
- To understand the formation of team development.

Block-1: Introduction to Team Management-Team composition, formation of teams and development-Effective Team Management Strategies-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building - Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Teamwork – Team work for individuals at work.

Block-2:Team Building and Challenges-Leadership-Team Decision Making– Types of Team Building Activities– Planning and Implementing Team Building Activities–Measuring the Impact of Team Building– Challenges and Considerations -Key Elements of Successful Team Building– T-group sensitivity training, encounter groups.

Block III- Group Behavior and Group Dynamics Work Groups- Introduction to Groups– Nature of groups– stages of group development– Encounter groups–appreciative enquiry– Discovering facets of interpersonal trust through Johari window– communication skills–Group Behavior and Group Dynamics Work groups -Concepts of Group Dynamics.

Block IV- Team Communication- Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements - Introduction to Negotiation– Negotiation skills and strategies for team building–team morale–team building strategies at workplace.

Block V- Team Conflict and Stress Management- Nature of conflict–Causes of Team Conflict and Stress– Impact of Conflict and Stress on Teams –theories of conflict– work place conflict– Conflict resolution in teams–competitive vs collaborative behavior– developing collaboration- work stress and stress management.

Text Books

- (1).Patrick Lencioni, The Five Dysfunctions of a Team: A Leadership Fable, Jossey-Bass, 20th Edition, 2022.
- (2).McChrystal, Tatum Collins, David Silverman, and Chris Fussell, "Team of Teams: New Rules of Engagement for a Complex World", Portfolio, 2023

Reference Books

- (1).Lee G. Bolman (Author), Terrence E. Deal Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2021
- (2).T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

Web Links

- <https://peoplemanagingpeople.com/>
- <https://www.shrm.org>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Recall the formation of Team development

CO2: Classify and identify the various team building activities

CO3: Apply critical thinking skills to evaluate group dynamics and team processes

CO4: Create, recognize, and understand the strategies of setting up teams

CO5: Summarize the ways to deal with conflict and formulate strategies to reduce it

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OCMBA-319
Course Title	:	Practical - Data Analysis For Business Decisions - II
No. of Credit	:	2

Course Objectives: The objective of this Course is-

- To learn the data analysis and interpretation using SPSS and AMOS
- To visualize data using BI tools and analysis using EVIEWS

Block-1: Introduction to SPSS - SPSS Environment: data editor, output viewer, syntax editor – Data view window – SPSS Syntax – Data creation – Importing data – Variable types in SPSS and Defining variables – Creating a Code book in SPSS. Computing Variables - Recoding (Transforming) Variables: Recoding Categorical String Variables using Automatic Recode - Rank Cases - Sorting Data - Grouping or Splitting Data.

Block-2: Descriptive Analysis- Descriptive Statistics for Continuous Variables - The Explore procedure - Frequencies Procedure– Descriptives - Compare Means - Frequencies for Categorical Data. Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence – Inferential Statistics for Comparing Means: One Sample t Test, paired Samples T Test, Independent Samples T Test, One-Way and two way ANOVA.

Block-3: Inferential Analysis, Non-Parametric and AMOS- Multiple overall significance, multicollinearity, Variable selection methods. Linear Statistical techniques: Regression: Assumptions, Logistic Regression and Discriminant Analysis, Factor Analysis, Cluster Analysis. - Non parametric tests - Independent Chi square Test, Mann- Whitney test, Wilcoxon signed rank test, Kruskal- Wallis test. Checking the reliability of scale: Interpretation of output from reliability, Presenting the result from reliability - Principal Component Analysis - Introduction to AMOS - CFA - SEM models.

Block-4: Data Visualization Using BI Tools- Introduction to Business Intelligence tools - Creating Dashboards - Descriptive and Inferential statistics using BI tools.

Block-5: Econometric Tools- Introduction to Econometric software - Importing data - checking the stationarity of the data - Normality using Jarque Bera test - Auto correlation - Multicollinearity - root - VIF - OLS - Johansen co-integration test - converting time series data into panel data.

Text Books

- (1). Brian C. Cronk, HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Tenth edition published in 2018 by Routledge.
- (2). Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, fifth edition published in 2015 by SAGE Publications, Inc.

Reference Books

- (1). McCormick, K., & Salcedo, J. (2017). SPSS statistics for data analysis and visualization. John Wiley & Sons.
- (2). George, D., & Mallery, P. (2019). IBM SPSS Statistics 26 step by step: A simple guide and reference. Routledge.

Web Links

- <https://www.ibm.com/support/knowledgecenter/SSLVMB/welcome/Online>
- <https://www.coursera.org/courses?query=tableau>

Course Outcomes

At the end of the Course, the students will be able to:

- CO1: Creating and illustrating data coding in SPSS
- CO2: Analyse the inferential statistics in SPSS
- CO3: Develop Regression and SEM models
- CO4: Understand the dashboard application skills
- CO5: Apply the data analysis tools using E Views

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Code	:	OCMBA-320
Course Title	:	Practical - Internship
No.of Credit	:	4

Course Objectives: The internship module aims to provide the student with:

- A practice-oriented and ‘hands-on’ working experience in the real world or industry, and to enhance the student’s learning experience.
- An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organizational setting.
- An opportunity to further develop and enhance operational, customer service and other life- long knowledge and skills in a real-world work environment.
- Pre-employment training opportunities and an opportunity for the company or organization to assess the performance of the student and to offer the student an employment opportunity after his/her graduation if it deems fit.

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Understanding the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s.

CO2: Applying real life challenges in the workplace by analyzing work environment and conditions and selecting appropriate skill sets acquired from the course

CO3: Create critical thinking and problem-solving skills by analyzing underlying issue/s to challenges

CO4: Understanding the ability to harness resources by analyzing challenges and considering opportunities.

CO5: Understanding appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders

Programme	:	M.B.A
Year/Semester	:	Second Year / Fourth Semester
Course Code	:	OCMBA-411
Course Title	:	Project
No.of Credit	:	10

Course Objectives: The Aim of the final year project is-

- To develop student's knowledge for solving societal problem.
- To enable students to develop problem solving, analysis, synthesis and evaluation skills.

Students can take up the Project Course (OCMBA-411) in the Second Year /Fourth Semester. For the registration purposes, the Project Course-OCMBA-411 is treated as one Course and carrying a weightage of 10 credits.

The Project may be from Comprehensive Case Study/ Inter-Organisational Study/ Field Study but it should preferably be from Learner area in MBA.

Course Outcomes

At the end of the Project, the students will be able to:

CO1: Create and develop deep understanding of the interaction.

CO2: Analyze and solve problems on an executive level and demonstrating critical.

CO3: Design the general (core) management skills in the chosen area of specialization.

CO4: Design strategies to solve business problems and pursue opportunities.

CO5: Interpret a variety of ways to engage in experiential learning.

Programme	:	M.B.A
Year/Semester	:	Second Year / Fourth Semester
Course Code	:	OCMBA-412
Course Title	:	Social Entrepreneurship
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To develop a social entrepreneurship venture concept that addresses a specific social or environmental problem, considering factors such as market demand, sustainability, and impact measurement.
- To analyze the role of social entrepreneurship in addressing social and environmental challenges, including poverty, inequality, and environmental degradation.

Block-1: Introduction to Social Entrepreneurship- Introduction - Definition and evolution of social entrepreneurship - Importance and potential impact of social entrepreneurship - Key concepts and terminology Social Exclusion - Social Inclusion - Social Entrepreneurship - methodology and data analysis.

Block-2: Community Participation and Embeddedness- Community Participation - Social Capital and Geographical Dimensions - Critical Approach to Community Participation - Embeddedness and Social Entrepreneurship - Motivations and challenges in social entrepreneurship.

Block-3: Business Models of Social Enterprises- Definition and Understanding of the Business Model Concept - Social Business Models as a Central Element of Social Enterprises - Developing a Social Business Model for the Social Enterprise - Types of Business Models of Social Enterprises - Social Purpose Business Models - Businesses from the Base of the Pyramid.

Block-4: Social Intrapreneurship- Defining Intrapreneurship - Social Intrapreneur, Differences Between Social Entrepreneurs and Social Intrapreneurs - Favorable Environments for the Social Intrapreneur - Barefoot as a Social Enterprise - Sustainable Sources - Organizational Pillar - Social Value Pillar.

Block-5: Ethical Entrepreneurship and Challenges in Social Entrepreneurship- Ethical entrepreneurship: Meaning - Empirical ethics, eternal ethics - Entrepreneur and customer – Entrepreneur and employee –Entrepreneur and Government – Challenges in Social Entrepreneurship.

Text Books

- (1).Kucher, J. H., Raible, Stephanie E., Social Entrepreneurship: A Practice-Based Approach to Social Innovation, Edward Elgar Publishing, 2022
- (2).Rama Krishna Reddy Kummitha, Social Entrepreneurship and Social Inclusion *Processes, Practices, and Prospects*, Palgrave Macmillan, 2017.
- (3).Luis Portales, Social Innovation and Social Entrepreneurship - Fundamentals, Concepts, and Tools, Palgrave Macmillan, 2019

Reference Books

- (1).Teresa Chahine, Social Entrepreneurship: Building Impact Step by Step, Taylor & Francis, 2022
- (2).Carole Carlson, Social Entrepreneurship and Innovation, SAGE Publications, 2022
- (3).Madeleine Shaw, The Greater Good: Social Entrepreneurship for Everyday People Who Want to Change the World, Wonderwell, 2021

Web Links

- <https://csedvit.medium.com/history-of-social-entrepreneurship-9c601af1b411>
- <https://coursera.org> - Social Business Model and Planning for Social Innovation

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Understand the concept of entrepreneurship, types and phases

CO2: Understand the dynamics of entrepreneurial dimensions.

CO3: Generate qualities and aspirations of renowned entrepreneurs.

CO4: Ability to apply tools and techniques in entrepreneurial venture.

CO5: Understand the standards of entrepreneurial growth and development.

Programme	:	M.B.A
Year/Semester	:	Second Year / Fourth Semester
Course Code	:	OCMBA-413
Course Title	:	Universal Human Values
No.of Credit	:	3

Course Objectives: The objective of this Course is-

- To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value- based living in a natural way.
- To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature.

Block-1: Introduction to Value Education- Right Understanding; Relationship and Physical Facility; Understanding Value Education; Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity - the Basic Human Aspiration-Current Scenario and Method to Fulfill the Basic Human Aspirations.

Block-2: Harmony in the Human Being- Understanding Human being as the Co-existence of the Self and the Body, distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body, Programme to ensure self-regulation and Health.

Block-3: Harmony in the Family and Society- Harmony in the Family – the Basic of Human Interaction; 'Trust' – the Foundational Value in Relationship; 'Respect' – as the Right Evaluation: Other Feelings, Justice in Human- to-Human Relationship; Understanding Harmony in the Society; Vision for the Universal Human Order.

Block-4: Harmony in Nature & Existence- Understanding Harmony in the Nature; Inter-connectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature. Realizing Existence as Co-existence at All Levels. The Holistic Perception of Harmony in Existence. Exploring Co-existence in Existence.

Block-5: Implications of the Holistic Understanding – a Look at Professional Ethics- Definitiveness of (Ethical) Human Conduct; A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order; Competence in Professional Ethics; Holistic Technologies, Production Systems and Management Models; Strategies for Transition towards Value-based Life and Profession.

Text Books

- (1).Dr. Kuldeep S. Sharma, Dr. Sarveen Kaur Sachdeva, Universal Human Values, Booksclinic Publishing, 2023
- (2).Dr. Saroj Kumar, Prof. Sheenu Nayyer, Universal Human Values and Professional Ethics, Thakur Publication Pvt Ltd, 2020

Reference Books

- (1).Dr. Sujatha, Universal Human Values-1, Laxmi Book Publication, 2024
- (2).Teachers' Manual for A Foundation Course in Human Values and Professional Ethics, RRGaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978- 93- 87034- 53-2
- (3).Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004

Web Links

- <https://notionpress.com/read/universal-human-values>
- [https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe- 2- by-indrajeet-verma](https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe-2-by-indrajeet-verma)
- <https://nptel.ac.in/courses/109/104/109104068/>

Course Outcomes

At the end of the Course, the students will be able to:

CO1: Explore holistic vision of life - themselves and their surroundings.

CO2: Develop competence and capabilities for maintaining Health and Hygiene.

CO3: Analyze various problems in life, family, Society and in handling problems with Sustainable Solutions.

CO4: Apply values to their own self in different day-to-day settings in real life and in handling problems with sustainable solutions.

CO5: Adopt the value of appreciation and aspiration for excellence and gratitude for all.

**VISTAS MBA-OL Programme approved by
All India Council for Technical Education
(A Statutory body under Ministry of Education, Govt. of India)
Nelson Mandela Marg, Vasant Kunj, New Delhi-110070
Website: www.aicte-india.org**

Extension of Approval (EoA)
F.No. Southern/1-43660484257/2024/EOA Date of Approval: 05-Jun-2024