

FACULTY OF COMMERCE & BUSINESS STUDIES



SYLLABUS

Academic Session: 2024-25 Onwards

MBA (Integrated) Program

Memorandum, Course Structure and Syllabus
(OBE on Choice Based Credit System)

Motherhood University

Roorkee-Dehradun Road, Vill. Karoundi,
Roorkee-247661, Dist.-Haridwar (Uttarakhand) India.

This Memorandum, course structure and syllabus of MBA (Integrated) program contains 310 (three hundred & ten pages)

Madhu...
CHAIRMAN
BOARD OF FACULTY &
BUSINESS STUDIES
FACULTY OF COMMERCE
MOTHERHOOD UNIVERSITY
ROORKEE (HARIDWAR)

Agarwal
EXTERNAL EXPERT
BOARD OF FACULTY &
BUSINESS STUDIES
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DETAILED SYLLABUS
OF
MASTERS OF BUSINESS ADMINISTRATION (Integrated)
AS PER NEP 2020
[Academic Session 2024-25 onwards]

SUMMARY

Program	MBA (Integrated)	
Duration	Five-year full time (Ten Semesters)	
Medium	English	
Total Credits	SEM - I	20
	SEM - II	24
	SEM - III	20
	SEM - IV	24
	SEM - V	20
	SEM - VI	20
	SEM - VII	20
	SEM - VIII	20
	SEM - IX	24
	SEM - X	20
	TOTAL	212
Maximum Qualifying Total Marks	SEM - I	700
	SEM - II	700
	SEM - III	700
	SEM - IV	800
	SEM - V	600
	SEM - VI	600
	SEM - VII	600
	SEM - VIII	600
	SEM - IX	700
	SEM - X	600
	TOTAL	6600

Faculty of Commerce and Business Studies-Motherhood University, Roorkee
Detailed Syllabus – MBA (Integrated) (Academic Session 2024-25)

Madhu
MEMBER SECRETARY
BOARD OF FACULTY
FACULTY OF COMMERCE &
BUSINESS STUDIES
MOTHERHOOD UNIVERSITY
ROORKEE

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BUSINESS STUDIES
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MBA (Integrated) 5 YEARS PROGRAM STRUCTURE

CREDIT DISTRIBUTION OF MBA (Integrated)

S. No.	Broad Category of Course	Total Number of Credits MBA (Integrated)
1.	Discipline Specific Core Course (DSCC)	(64+36) 100
2.	Minor Stream	(24+8) 32
3.	Inter-disciplinary (IC)	(8+0) 8
4.	Ability-Enhancement Course (AEC)	(14+0) 14
5.	Value Added Course (VAC)	(6+4) 10
6.	Skill Enhancement Course (SEC)	(12+4) 16
7.	Discipline Specific Elective (DSE)	(0+24) 24
8.	Internship	(0+4) 4
9.	Major Project	(0+4) 4
Total Credits		212

FACULTY OF COMMERCE & BUSINESS STUDIES

VISION- The vision of this program is to pioneer a transformative educational model that seamlessly blends undergraduate and graduate studies in business administration, empowering students with advanced knowledge, skills, and leadership capabilities for success in a rapidly evolving global business outlook.

MISSION- The mission is to:

- Deliver a comprehensive curriculum merging undergraduate and graduate studies to cultivate well-rounded business leaders.
- Foster a culture of innovation, ethics, and global awareness to prepare students for the challenges of the modern business landscape.
- Empower students with practical skills and a strategic mindset through experiential learning opportunities and industry engagement.

MBA (Integrated) - A five-year BBA+MBA Integrated program would be known as MBA (Integrated) and offers an accelerated pathway to earning both degrees, aiming to streamline education while maintaining quality. Students possess advanced qualifications and knowledge for managerial positions, making them prominent candidates for various sectors. Overall, the program's objective is to provide students with a fast-track pathway to a successful career in business administration while maintaining the quality of both undergraduate and graduate education and also to offer a comprehensive, efficient, and accelerated route to success in business administration.

DURATION- This is a PG-level integrated degree course of BBA with MBA. The duration of this program is five years (ten semesters), with a total of 212 credits. The maximum duration of completion of the program would be seven years from the start of the session of admission.

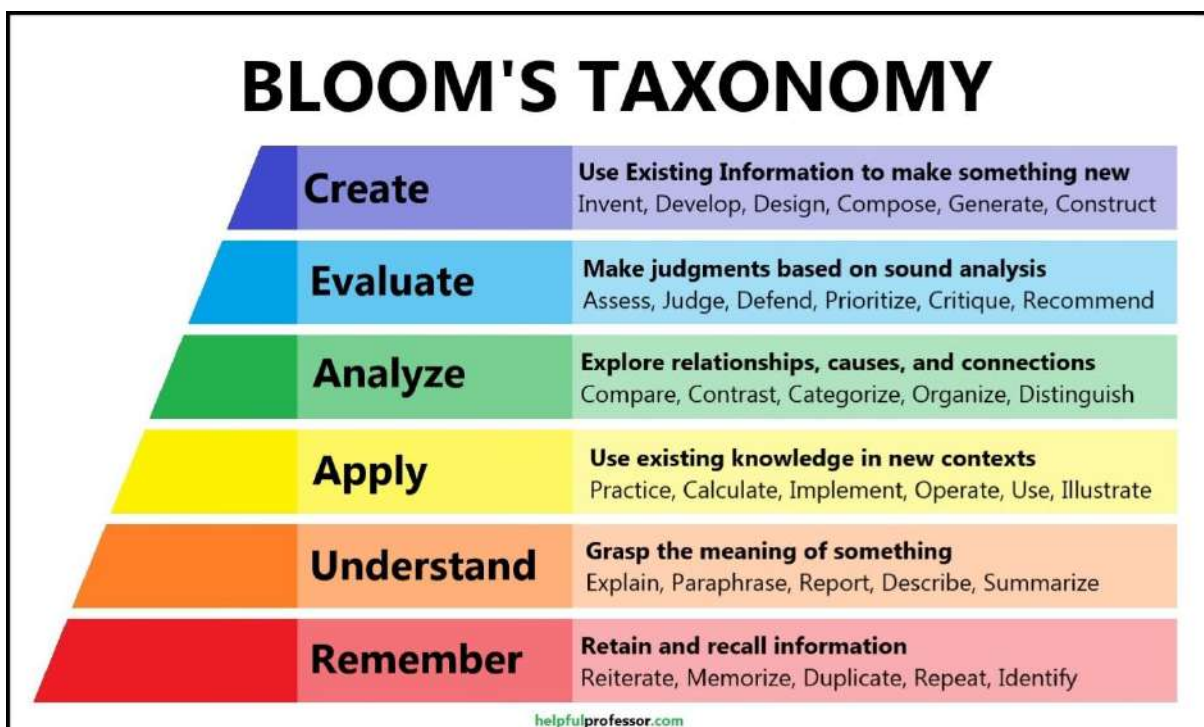
ELIGIBILITY- A Student who has passed intermediate (10+2) or equivalent examination in any discipline preferable with 45% aggregate marks or equivalent CGPA (40% marks in case of candidates belonging to reserved category) in the qualifying examination, will be eligible to take admission in the BBA-MBA Integrated program.

PROGRAM STRUCTURE OF MBA (Integrated):

The Ten-Semester MBA (Integrated) curriculum integrates a variety of courses and experiences to provide a comprehensive education:

1. **Discipline-specific core courses:** Each semester includes fundamental business courses essential for understanding key concepts in business administration.
2. **Minor courses:** A relevant course throughout the program to broaden their expertise.
3. **Interdisciplinary courses:** Courses that blend knowledge from different fields, offered across the semesters, encourage a holistic understanding of complex business issues.
4. **Ability enhancement courses:** Each semester includes courses aimed at improving general competencies such as communication, critical thinking, and quantitative skills.
5. **Skill enhancement courses:** To develop specific skills and apply them for practical use.
6. **Value enhancement courses:** Courses focused on overall development.

BLOOM'S LEVEL OF KNOWLEDGE: The Bloom's level of knowledge is used to evaluate the level of knowledge attained by students. The following is the chart representing the levels of knowledge:



FACULTY OF COMMERCE & BUSINESS STUDIES

PROGRAM EDUCATIONAL OBJECTIVES (PEOs) OF MBA (Integrated):

PEO1	To demonstrate effective leadership skills for inspiring teams and making strategic decisions.
PEO2	To possess comprehensive understanding of business disciplines for analyzing and solving multifaceted problems.
PEO3	To exhibit a global mindset and adapt strategies to diverse cultural, economic, and geopolitical environments.
PEO4	To possess an entrepreneurial mindset for identifying opportunities, taking risks, and innovating in dynamic environments.
PEO5	To engage in continuous learning and professional development to stay current in business administration.

PROGRAM OUTCOMES (POs) OF MBA (Integrated):

PO1	Comprehensive Understanding & Analytical Skills: Demonstrate comprehensive understanding and analytical skills for evaluating business environments and solving complex problems.
PO2	Communication Proficiency: Communicate proficiently through written reports, oral presentations, and interpersonal interactions.
PO3	Entrepreneurial Mindset: Exhibit an entrepreneurial mindset for identifying opportunities, innovating, and driving organizational growth.
PO4	Global Perspective: Possess a global perspective to navigate diverse international business environments and analyze emerging trends.
PO5	Ethical Leadership: Demonstrate ethical leadership with integrity, accountability, and social responsibility.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 1st Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-101T	Principles & Practices of Management	4	0	0	4	30	70	100
	MPMBAI24-102T	Financial Accounting- I	3	1	0	4	30	70	100
Minor	MPMBAI24-103T	Business Environment	4	0	0	4	30	70	100
IC	MPMBAI24-104T	Basic Economics	2	0	0	2	30	70	100
AEC	MPMBAI24-105T	Business Communication	2	0	0	2	30	70	100
VAC	MPMBAI24-106T	Vedic Management	2	0	0	2	30	70	100
SEC	MPMBAI24-151P	Communication Skills (Practical)	0	0	2	2	30	70	100
TOTAL			17	1	2	20	210	490	700

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MBA (Integrated) - 2nd Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-201T	Organisational Behaviour	4	0	0	4	30	70	100
	MPMBAI24-202T	Financial Accounting-II	3	1	0	4	30	70	100
	MPMBAI24-203T	Company Law	4	0	0	4	30	70	100
Minor	MPMBAI24-204T	Principles of Marketing	4	0	0	4	30	70	100
IC	MPMBAI24-205T	Basic Mathematics	2	0	0	2	30	70	100
AEC	MPMBAI24-206T	Environmental Studies	4	0	0	4	30	70	100
SEC	MPMBAI24-251P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			21	1	2	24	210	490	700

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MBA (Integrated) - 3rd Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-301T	Accounting for Managers	3	1	0	4	30	70	100
	MPMBAI24-302T	Managerial Economics	4	0	0	4	30	70	100
Minor	MPMBAI24-303T	Business Organization Management	4	0	0	4	30	70	100
IC	MPMBAI24-304T	Intellectual Property Rights	2	0	0	2	30	70	100
AEC	MPMBAI24-305T	Fundamentals of Computer	2	0	0	2	30	70	100
VAC	MPMBAI24-351P	Computer Applications for Managers (Practical)	0	0	2	2	30	70	100
SEC	MPMBAI24-352P	Comprehensive Viva-voce	0	0	2	2	30	70	100
TOTAL			15	1	4	20	210	490	700

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MBA (Integrated) - 4th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-401T	Research Methodology	4	0	0	4	30	70	100
	MPMBAI24-402T	Business Finance	3	1	0	4	30	70	100
	MPMBAI24-403T	Corporate Social Responsibility	4	0	0	4	30	70	100
Minor	MPMBAI24-404T	Macro Economics	4	0	0	4	30	70	100
IC	MPMBAI24-405T	Fundamentals of International Business	2	0	0	2	30	70	100
AEC	MPMBAI24-406T	Indian Banking System	2	0	0	2	30	70	100
VAC	MPMBAI24-407T	Indian Knowledge System	2	0	0	2	30	70	100
SEC	MPMBAI24-451P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			21	1	2	24	240	560	800

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MBA (Integrated) - 5th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-501T	Corporate Accounting	3	1	0	4	30	70	100
	MPMBAI24-502T	Marketing Communications	4	0	0	4	30	70	100
	MPMBAI24-503T	Income Tax Law	4	0	0	4	30	70	100
Minor	MPMBAI24-504T	Indian Financial System	4	0	0	4	30	70	100
AEC	MPMBAI24-505T	e-Commerce	2	0	0	2	30	70	100
SEC	MPMBAI24-551P	Comprehensive Viva-Voce	0	0	2	2	30	70	100
TOTAL			17	1	2	20	180	420	600

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MBA (Integrated) - 6th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-601T	Cost Accounting	3	1	0	4	30	70	100
	MPMBAI24-602T	Project Management	4	0	0	4	30	70	100
	MPMBAI24-603T	Legal Aspect of Business	4	0	0	4	30	70	100
Minor	MPMBAI24-604T	Customer Relationship Management	4	0	0	4	30	70	100
AEC	MPMBAI24-605T	Communication Tools in Digital Era	2	0	0	2	30	70	100
SEC	MPMBAI24-651P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			17	1	2	20	180	420	600

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MBA (Integrated) - 7th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-701T	Financial Management	3	1	0	4	30	70	100
	MPMBAI24-702T	Marketing Management	4	0	0	4	30	70	100
	MPMBAI24-703T	Quantitative Techniques for Managers	3	1	0	4	30	70	100
Minor	MPMBAI24-704T	Human Resource Management	4	0	0	4	30	70	100
VAC	MPMBAI24-705T	Indian Constitution	2	0	0	2	30	70	100
SEC	MPMBAI24-751P	Comprehensive Viva-voce	0	0	2	2	30	70	100
TOTAL			16	2	2	20	180	420	600

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MBA (Integrated) - 8th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-801T	Research Ethics	4	0	0	4	30	70	100
	MPMBAI24-802T	Total Quality Management	4	0	0	4	30	70	100
	MPMBAI24-803T	Production & Operation Management	4	0	0	4	30	70	100
Minor	MPMBAI24-804T	Management Information System	4	0	0	4	30	70	100
VAC	MPMBAI24-805T	Entrepreneurship Development	2	0	0	2	30	70	100
SEC	MPMBAI24-851P	Seminar & Viva-voce	0	0	2	2	30	70	100
TOTAL			18	0	2	20	180	420	600

(Summer Training for 6 to 8 weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after eight Semester Examinations)

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MBA (Integrated) - 9th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-901T	Business Ethics & Corporate Governance	4	0	0	4	30	70	100
	MPMBAI24-902T	Strategic Management	4	0	0	4	30	70	100
DSE-1		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
DSE-2		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
Internship	MPMBAI24-951P	Summer Training Report	0	0	4	4	30	70	100
TOTAL			20	0	4	24	210	490	700

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for IX and X Semester.

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MBA (Integrated) - 10th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-X01	Creativity & Innovation Management	4	0	0	4	30	70	100
DSE-1		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
DSE-2		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
Major Research	MPMBAI24-X51P	Research Report/Dissertation Report	0	0	4	4	30	70	100
TOTAL			16	0	4	20	180	420	600

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for IX and X Semester.

SPECIALIZATION GROUPS (Semester-IX)

<u>MARKETING</u>	
MPMBAI24-903M1	Consumer Behaviour
MPMBAI24-903M2	Advertising Management
MPMBAI24-903M3	Marketing of Services
MPMBAI24-903M4	Marketing Research
<u>DIGITAL MARKETING</u>	
MPMBAI24-903D1	An Introduction to Digital Marketing
MPMBAI24-903D2	Marketing Operations Management
MPMBAI24-903D3	Search Engine Optimisation
MPMBAI24-903D4	Campaign Marketing
<u>FINANCE</u>	
MPMBAI24-903F1	Security Analysis & Portfolio Management
MPMBAI24-903F2	Financial Markets & Institutions
MPMBAI24-903F3	International Financial Management
MPMBAI24-903F4	Risk Management & Insurance
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAI24-903H1	Industrial Relations & Labour Laws
MPMBAI24-903H2	Industrial Psychology
MPMBAI24-903H3	Human Resource Planning & Development
MPMBAI24-903H4	Performance Management
<u>INTERNATIONAL BUSINESS</u>	
MPMBAI24-903IB1	International Logistics Management
MPMBAI24-903IB2	Cross-Cultural Business Management
MPMBAI24-903IB3	Management of Multinational Corporations
MPMBAI24-903IB4	International Business Laws & Treaties

<u>OPERATIONS MANAGEMENT</u>	
MPMBAI24-903OM1	Materials Management
MPMBAI24-903OM2	Maintenance Management
MPMBAI24-903OM3	Sourcing Management
MPMBAI24-903OM4	Management of Manufacturing System
<u>INFORMATION TECHNOLOGY</u>	
MPMBAI24-903IT1	Database Management System
MPMBAI24-903IT2	Enterprise Resource Planning
MPMBAI24-903IT3	Information System Management
MPMBAI24-903IT4	E-Governance & Framework of ICT
<u>RETAIL MANAGEMENT</u>	
MPMBAI24-903RM1	Retail Management
MPMBAI24-903RM2	Retail Business Environment
MPMBAI24-903RM3	Retail Economics & Retail Formats
MPMBAI24-903RM4	Retail Store Operations Management
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAI24-903HH1	Hospital & Patient Relation Management
MPMBAI24-903HH2	Hospital Architecture Management
MPMBAI24-903HH3	Clinical Services
MPMBAI24-903HH4	Health Care Laws & Ethics
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAI24-903HT1	Hospitality Marketing Management
MPMBAI24-903HT2	Tourism Principles & Practice
MPMBAI24-903HT3	Hospitality Laws
MPMBAI24-903HT4	Tourism & Tourism Products Fundamentals

SPECIALIZATION GROUPS (Semester-X)

<u>MARKETING</u>	
MPMBAI24-X03M1	International Marketing
MPMBAI24-X03M2	Sales Management
MPMBAI24-X03M3	Rural Marketing
MPMBAI24-X03M4	Retail Management
<u>DIGITAL MARKETING</u>	
MPMBAI24-X03D1	e-Business
MPMBAI24-X03D2	B2B Marketing
MPMBAI24-X03D3	Social Media Marketing
<u>FINANCE</u>	
MPMBAI24-X03F1	Financial Services
MPMBAI24-X03F2	Mergers & Acquisitions
MPMBAI24-X03F3	Financial Derivatives
MPMBAI24-X03F4	Corporate Tax Planning
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAI24-X03HM1	International Human Resource Management
MPMBAI24-X03HM2	Compensation Management
MPMBAI24-X03HM3	Corporate Leadership
MPMBAI24-X03HM4	Organisational Structure & Change
<u>INTERNATIONAL BUSINESS</u>	
MPMBAI24-X03IB1	EXIM Financing & Documentation
MPMBAI24-X03IB2	Global Financial Markets & Instruments
MPMBAI24-X03IB2	Foreign Exchange Management & Currency Derivatives

<u>OPERATIONS MANAGEMENT</u>	
MPMBAI24-X03OM1	Quality Toolkit for Managers
MPMBAI24-X03OM2	Supply Chain Management
MPMBAI24-X03OM3	Enterprise Resource Planning
MPMBAI24-X03OM4	Logistics Management
<u>INFORMATION TECHNOLOGY</u>	
MPMBAI24-X03IT1	Software Project Management
MPMBAI24-X03IT2	Information Security
MPMBAI24-X03IT3	Web Technologies
<u>RETAIL MANAGEMENT</u>	
MPMBAI24-X03RM1	Retail Store Location, Layout-Design & Visual Merchandising
MPMBAI24-X03RM2	Retail Buying & Merchandise Management
MPMBAI24-X03RM3	Retail Strategies
MPMBAI24-X03RM4	Retail Selling & Customer Service
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAI24-X03HH1	Management of Super Specialty System
MPMBAI24-X03HH2	Medical Records Management
MPMBAI24-X03HH3	Patient Care Planning & Management
MPMBAI24-X03HH4	Managing Quality in Health Care
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAI24-X03HT1	Facility Management
MPMBAI24-X03HT2	International Tourism Management
MPMBAI24-X03HT3	Food & Beverages Control
MPMBAI24-X03HT4	Travel Agency & Tour Operations Management

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 1st Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-101T	Principles & Practices of Management	4	0	0	4	30	70	100
	MPMBAI24-102T	Financial Accounting- I	3	1	0	4	30	70	100
Minor	MPMBAI24-103T	Business Environment	4	0	0	4	30	70	100
IC	MPMBAI24-104T	Basic Economics	2	0	0	2	30	70	100
AEC	MPMBAI24-105T	Business Communication	2	0	0	2	30	70	100
VAC	MPMBAI24-106T	Vedic Management	2	0	0	2	30	70	100
SEC	MPMBAI24-151P	Communication Skills (Practical)	0	0	2	2	30	70	100
TOTAL			17	1	2	20	210	490	700

MBA (Integrated) I Year	(Code-MPMBAI24-101T)		Semester-I		
	PRINCIPLES & PRACTICES OF MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to provide students with a comprehensive understanding of the fundamental principles and practices of management. It explores the evolution of management thought, the key functions of management planning, organizing, staffing, directing, and controlling and the importance of leadership and motivation. By examining various management theories and practical approaches, the course prepares students to effectively manage and lead within diverse organizational settings.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Define the roles and responsibilities associated with managerial functions.	PO.1, PO.2, PO.3, PO.5	Remember, Understand
CO2	Construct the concept of planning and various types of plans for decision making purpose.	PO.1, PO.3, PO.4, PO.5	Remember, Understand
CO3	Illustrate the importance of Organizing managerial tasks and significance of organization structure for a business organization.	PO.1, PO.2 PO.4	Remember, Understand, Apply
CO4	Analyze the concept of staffing including recruitment, selection, performance appraisal etc.	PO.1, PO.2 PO.3	Remember, Understand, Apply, Analyze
CO5	Evaluate the theories of motivation and justify the importance of feedback.	PO.1, PO.2 PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature and Purpose, Management: Science or Art. The Evolution of Management Thoughts-Classical and Neoclassical System, Contingency Approach; Scientific Management, The Function of Management: Planning, Organizing, Staffing, Directing and controlling: an overview. Coordination: The Essence of Management, System Approach to Management Process. **(10 hours)**
- **UNIT II-Planning Types of Plans:** Concepts, Types, Importance of Planning. Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets, Steps in Planning. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making. **(10 hours)**
- **UNIT III- Organizing:** Nature and Concepts of Organizing, its importance. Formal an Informal Organization, Organization Levels and the Span of Management. Structure and Process of Organization. Principles of Organizing, Line and Staff Authority. Empowerment, Centralization & Decentralization of Authority, Delegation of Authority and Responsibility, Organizational Charts. **(10 hours)**
- **UNIT IV- Staffing, Directing & Controlling:** Staffing: Definition, overview, importance, system approach, recruitment, selection, placement, promotion, separation, performance appraisal. Directing: Meaning, nature, scope, importance, principles and supervision. Controlling: Concepts, process functions, types, importance, span of control, theories, feedback, effective control requirements, budgetary and non-budgetary control devices. **(10 hours)**
- **UNIT V- Leading and Motivation:** Leadership: Definition, Types, Styles, Features, Importance and Qualities of a Good Leader. Theories of Leadership- Trait Theory of Leadership, Behaviourial Theories, Contingency Theories of Leadership, Goal Setting Theory. Motivation: Concept, Importance and Need of Motivation. Process Theories- Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, and Equity Theory. **(8 hours)**

SUGGESTED READINGS

- Koontz, H., & Weihrich, H. (2022). *Essentials of Management: An International, Innovation, and Leadership Perspective* (10th ed.). Tata McGraw-Hill Education.
- Prasad, L. M. (2020). *Principles and Practice of Management* (9th ed.). Sultan Chand & Sons.
- Reddy, P. N., & Appannaiah, H. R. (2021). *Essentials of Management* (4th ed.). Himalaya Publishing House.
- Gupta, R. N., & Sharma, B. (2022). *Management Principles and Practices* (1st ed.). Kalyani Publishers.
- Griffin, R. W. (2022). *Fundamentals of Management* (10th ed.). Cengage Learning.

MBA (Integrated) I Year	(Code- MPMBAI24-102T)		Semester-I		
	FINANCIAL ACCOUNTING-I		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course objective is to explore financial accounting concepts and techniques for various business transactions. It aims to cover issues related to assets, liabilities, and financial statements, helping students use accounting information to solve managerial problems and evaluate financial performance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Identify and combine practice and theoretical knowledge of financial accounting.	PO.1, PO.3	Remember, Understand
CO2	Summarize emerging trends in financial accounting as active learners in this course.	PO.1, PO.2 PO.3, PO.4	Remember, Understand
CO3	Illustrate decision-making skills to students in the context of financial analysis through the course.	PO.1, PO.2 PO.3	Remember, Understand, Apply
CO4	Students will illustrate a comprehensive understanding of the working and operational systems of a firm through final accounts	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO5	Evaluate and analyze financial accounting problems and opportunities in real-life situations.	PO.1, PO.2 PO.5	Remember, Understand, Apply, Analyze Evaluate

DETAILED SYLLABUS:

- **UNIT I- An Introduction to Accounting:** Meaning and scope of accounting and book-keeping. Objectives and importance of accounting, the users of financial accounting information and their needs. Qualitative characteristics, functions, advantages and limitations of accounting. Financial accounting principles– Basic concepts and conventions, types of account, rules of accounting. Financial accounting standards: Procedure for issuing accounting standards in India. Indian accounting Standard (Ind-AS). International Financial Reporting Standard (IFRS)- Need and Procedures. **(10 hours)**
- **UNIT II- Basic Accounting Procedures:** Introduction to accounting cycle. Journal Entries- Numerical, Ledger Posting- Numerical, Trial Balance- Numerical, Rectification of errors- Concept & Numerical. From recording of a business transaction to preparation of trial balance including adjustments. Numerical thereon. **(10 hours)**
- **UNIT III- Depreciation & Inventory Control:** Depreciations- meaning, types, needs. Numerical on depreciation and its various types. Inventory Control- meaning, types, needs. Numerical on methods of inventory control. **(10 hours)**
- **UNIT IV- Final Accounts:** Meaning and need of final accounts. Preparation of Final Accounts- Trading Account, Profit & Loss Account and Balance Sheet- Need and Preparations. Preparations of financial statement of non-corporate business entities. Numerical thereon. **(10 hours)**
- **UNIT V- Computerised Accounting System:** Introduction, Importance, Application, Advantages and disadvantages, Difference between Manual Accounting and Computerized Accounting, Features of Accounting packages. Using any popular accounting software: Creating a Company, Configure and Features settings, Creating Accounting Ledgers and Groups, Creating Stock Items and Groups, Vouchers Entry, Generating Reports- Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet. **(8 hours)**

SUGGESTED READINGS:

- Tulsian, P. C. (2021). *Financial Accounting* (5th ed.). Pearson Education India.
- Jain, S. P., & Narang, K. L. (2022). *Advanced Accountancy: Vol. 1* (20th ed.). Kalyani Publishers.
- Gupta, R. L., & Radhaswamy, M. (2021). *Financial Accounting: Volume 1* (12th ed.). Sultan Chand & Sons.
- Libby, R., Libby, P. A., & Hodge, F. (2022). *Financial Accounting (11th ed.)*. McGraw-Hill Education.
- Maheshwari, S. N., & Maheshwari, S. K. (2022). *An Introduction to Accountancy* (12th ed.). Vikas Publishing House.

MBA (Integrated) I Year	(Code- MPMBAI24-103T)		Semester-I		
	BUSINESS ENVIRONMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course objective is to develop an understanding of the diverse components of the business environment and examine the costs and benefits of globalization. They will also analyze the economics of regional trading blocs, multilateralism, and different exchange rate regimes, assessing their respective advantages and disadvantages.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Explain the concept of the various constituents of environment and their impact on Businesses.	PO.1, PO.3	Remember, Understand,
CO2	Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.	PO.1, PO.3 PO.4	Remember, Understand, Apply
CO3	Examine the various technological, political, social, and other components of environmental analysis.	PO.1, PO.3 PO.4	Remember, Understand, Apply
CO4	Outline the various essential techniques for environmental analysis.	PO.1, PO.3	Remember, Understand, Apply
CO5	Demonstrate employable and deployable skills for appropriate roles in analyzing the business environment.	PO.1, PO.2 PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept, Significance and Nature of Business Environment. Types of environment- Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting. **(10 hours)**
- **UNIT II- Economic Environment:** Economic Environment History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business. **(10 hours)**
- **UNIT III- Political Environment:** Political-Legal Environment-meaning and features, Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business. **(10 hours)**
- **UNIT IV- Technological Environment:** Meaning, features, influencing factors, role, and impact on business. Transfer of technology: channels, methods, significance, limitations. Demographic and Socio-Cultural Environment: Population size, falling birth rate, changing age structure, impact on business, business and society, business and culture, culture and organizational behavior. **(10 hours)**
- **UNIT V- Computerised Accounting System:** Introduction to Globalisation, Foreign Investment and Trade Regulation Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Contributions of Public Sector Units in India. **(8 hours)**

SUGGESTED READINGS:

- Cherunilam, Francis (2017). *"Business Environment."* 1st ed. Himalaya Publishing House.
- Aswathappa, K. (2018). *"Business Environment and Strategic Management."* 1st ed. Himalaya Publishing House.
- Paul, J. (2020). *Business Environment: Text and Cases* (4th ed.). McGraw-Hill Education India.
- Cherunilam, F. (2023). *Business Environment: Text and Cases* (30th ed.). Himalaya Publishing House.
- Aswathappa, K. (2021). *Essentials of Business Environment* (15th ed.). Himalaya Publishing House.

MBA (Integrated) I Year	(Code- MPMBAI24-104T)		Semester-I		
	BASIC ECONOMICS		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to familiarize students with basic microeconomic concepts and their application in demand and supply analysis in business. It also covers production and cost structures across different stages, pricing and output decisions in various market structures, and the application of decision tools to understand market dynamics.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Develop strong conceptual knowledge on the basics of different economic tools	PO.1, PO.3	Remember, Understand
CO2	Demonstrate an effective understanding of the relevance and use of various economic theories.	PO.1, PO.2 PO.3	Remember, Understand, Apply
CO3	Develop analytical approach to the subject matter.	PO.1, PO.2 PO.3	Remember, Understand, Apply
CO4	Understand the concepts of cost, nature of production and its relationship to Business operations.	PO.1, PO.2	Remember, Understand
CO5	Integrate the concept of price and output decisions of firms under various market structures.	PO.1, PO.2 PO.4	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Definition, Nature, Scope, Objectives and Importance of Business Economics. Types- Micro and Macro Economics, Wealth Definition, Scarcity. Definition, Growth Definition, Production Possibility Curve, Application of Economic theory to a firm's Level Business Problems. Basic problems of an economy. **(4 hours)**
- **UNIT II- Theory of Utility:** Meaning and Importance of Utility, Cardinal and Ordinal Theory of Utility, Law of Diminishing Marginal Utility, Law of Equimarginal Utility, Indifference Curve, Consumer Equilibrium, Consumer Surplus. **(4 hours)**
- **UNIT III- Demand and Supply:** Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Demand Curves, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons for Change in Demand, Elasticity of Demand, Demand Forecasting. **(4 hours)**
- **UNIT IV- Production and Cost Analysis:** Cost and Production Analysis: Different Concepts of Costs, Production Function-Short & Long Run, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns. Returns to Scale. **(6 hours)**
- **UNIT V- Pricing in Different Market Structures:** Pricing under Different Market conditions: Nature of markets, Types of Markets and its Features, Pricing under Perfect, Monopoly, Oligopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing. **(6 hours)**

SUGGESTED READINGS:

- Varshney, R.L., and Maheshwary (2017). *"Managerial Economics."* 3rd ed. S. Chand & Co.
- Pindyck, R. S., & Rubinfeld, D. L. (2018). *Microeconomics* (9th ed.). Pearson Education.
- Samuelson, P. A., & Nordhaus, W. D. (2019). *Economics* (20th ed.). McGraw-Hill Education.
- Mithani, D. M. (2021). *Managerial Economics: Theory and Applications* (8th ed.). Himalaya Publishing House.
- Ahuja, H. L. (2022). *Modern Microeconomics: Theory and Applications* (22nd ed.). S. Chand & Company Ltd.

MBA (Integrated) I Year	(Code- MPMBAI24-105T)		Semester-I		
	BUSINESS COMMUNICATION		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to develop awareness of the complexity of the communication process and understanding of various types of communication barriers, resolving them professionally. It also focuses on developing proficiency in various communication modes, language skills, letter writing, effective use of electronic media, and workplace communication.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Able to match the communication skills development in professional life.	PO.1, PO.2 PO.5	Remember, Understand
CO2	Interpret all communication barriers and learn to restate it in practical professional scenario	PO.1, PO.2 PO.3	Remember, Understand
CO3	Understand how to use modern and electronic media as communication tools	PO.1, PO.2 PO.3	Remember, Understand
CO4	Analyze and improve writing skills focusing on both business and personal contexts.	PO.1, PO.2 PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Formulate ways to gain comprehensive confidence in the workplace.	PO.1, PO.2 PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Theory of Communication:** Communication Meaning, definition, process, need, feedback, emergence in corporate and global contexts, impact of technology, 7C's of communication. Channels of Communication: Formal and informal—vertical, horizontal, diagonal, grapevine. **(6 hours)**
- **UNIT II- Business Communication- Methods, Language, Listening:** Methods Verbal and nonverbal, characteristics of each, business etiquette, public speaking, interview skills, group discussions, body language, seminars, conferences. Language: Business vocabulary, building vocabulary through business news and magazines. Listening: Meaning, types, importance, poor listening habits & reasons for poor listening. **(6 hours)**
- **UNIT III-Business Communication Barriers:** Introduction, Types of Communication Barriers-Physical / Semantic / Linguistic / Socio-Cultural /Psychological. Ways to Overcome the Barriers to Communication Process- Speaking and Listening. **(4 hours)**
- **UNIT IV- Business Report Writings:** Introduction- Effective Business Writings, Types and Features.; Internet, E-mails, SMS; Teleconferencing, Video Conferencing; Business letter writing, sales letter, purchasing order, Minutes of meeting; Statement of Purpose, Job Application Letter and Resume. **(4 hours)**
- **UNIT V- Business and Social Etiquette:** Workplace hierarchy, proper way to make introductions, Use of courteous phrases & language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette. **(4 hours)**

SUGGESTED READINGS:

- Chaturvedi, P. D., & Chaturvedi, M. (2020). *Business Communication: Concepts, Cases and Applications* (3rd ed.). Pearson India.
- Rai, U., & Rai, S. M. (2021). *Business Communication* (2nd ed.). Himalaya Publishing House.
- Raman, M., & Singh, P. (2021). *Business Communication* (2nd ed.). Oxford University Press India.
- Kaul, A. (2021). *Effective Business Communication* (3rd ed.). Prentice Hall India.
- Guffey, M. E., & Loewy, D. (2022). *Essentials of Business Communication* (11th ed.). Cengage Learning.

MBA (Integrated) I Year	(Code- MPMBAI24-106T)		Semester-I		
	VEDIC MANAGEMENT		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to provide the basic information Vedic Management and gain the knowledge on different dynamics of business ethics. This course explores the qualities of the great Indian scholars and understanding the relation between customer and business owner.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Gain knowledge about the Vedic India and Vedic Management.	PO.1, PO.5	Remember, Understand
CO2	Understand the basic business ethics and etiquette by Indian books.	PO.1, PO.3 PO.5	Remember, Understand
CO3	It will help to polish their management qualities by understanding great Indian scholars.	PO.1, PO.2 PO.5	Remember, Understand, Apply
CO4	It will help to understand the relation between customer and business-owner (not only for profit perspective but also for self-understanding).	PO.3, PO.4 PO.5	Remember, Understand
CO5	Develop and expand thinking skills at global level.	PO.1, PO.2 PO.3, PO.4	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Vedic:** Meaning of Vedic and its relation with modern management. A combination of Vedic Indian Sciences with the management. An overview of our pride worlds: earliest universities-Takshila and Nalanda. **(4 hours)**
- **UNIT II- Lord Ganesha and Management:** Lord Ganesha is bestowed with special body with the head of an elephant and remaining parts of human body- symbolizing certain qualities that a strategic leader must possess to achieve success. **(5 hours)**
- **UNIT III- Indian Books and Management:** Dimension of Vedic Management, Ramayan, Panchatantra, Vidhur Niti, Chanakya Niti and Kautilaya's Arthshastra; Books that helps to infuse leadership and diplomacy qualities. **(5 hours)**
- **UNIT IV- Indian Scholars and Management:** Acharya Kalidas, Acharya Vidhur, Acharya Chanakya, Swami Vivekananda, Mahatma Gandhi **(4 hours)**
- **UNIT V- Vedic Management in Practice (Vasudhaiva Kutumbakam):** Case studies of Vedic Management in practice:- After the Covid-19 pandemic, the Indian Government worked towards the entire world by its move on medical, food & security. The government proved the Vedic word, Vasudhaiva Kutumbakam. Implementing Vedic Management principles in a modern business context, Challenges and limitations of applying Vedic Management in the workplace, Future directions of Vedic Management. **(6 hours)**

Suggested Readings:

- Bhatia, D. K. (2015). *Timeless Management*. Business Expert Press.
- Sharma, R. (2016). *Leadership Wisdom from the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders*. Jaico Publishing House.
- Sharma, S. K. (2019). *Vedic Management: The Holistic Approach to Managing a Business in the 21st Century*. Jaico Publishing House.
- Das, M. (2020). *Vedic Wisdom for Modern Management*. Lotus Press.
- Srivastava, S. (2021). *Management Concepts from Ancient Indian Scriptures*. Rupa Publications.

MBA (Integrated) I Year	(Code- MPMBAI24-151P)		Semester-I		
	COMMUNICATION SKILLS (PRACTICAL)		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	0

Course Objectives: The objective of this practical course is to create awareness among students about current trends and issues related to various aspects of communication skills. The course aims to develop and assess students' presence of mind, spontaneity, and mannerisms, as well as to enhance their knowledge through various forms of questioning and interactive activities.

	Course Outcomes:	Mapped Program Outcomes
CO1	Match communication skills with the ability to effectively communicate with working professionals.	PO.1, PO.2, PO.3, PO.5
CO2	Analyze ethical problems with business trends, studies, and associated subjects, such as those that come up in the corporate sector.	PO.1, PO.2, PO.3, PO.5
CO3	To evaluate their communication, presentation skills, and overall impression effectively.	PO.1, PO.2, PO.3
CO4	Associate university study with professional scenario, lifelong learning, and societal/professional responsibility.	PO.1, PO.2, PO.3, PO.5

The practical activity will cover topics related to subject matter such as Writing Skills; Letters to the editor, Social appeals in the form of letter/pamphlets, Standard business letter. Cover letters, CV- Resume and Effective Profiling. Student has to give a written exam on the subject matter mentioned before and each student will present on their assigned topic for approximately 10-15 minutes, followed by a question-and-answer session. An expert appointed by the Dean will award marks based on the students' understanding and application of the knowledge gained throughout the semester. This assessment will also evaluate how well students articulate their learning. A practical exposure to communication lab shall preferably be given to all the students.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 2nd Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-201T	Organisational Behaviour	4	0	0	4	30	70	100
	MPMBAI24-202T	Financial Accounting-II	3	1	0	4	30	70	100
	MPMBAI24-203T	Company Law	4	0	0	4	30	70	100
Minor	MPMBAI24-204T	Principles of Marketing	4	0	0	4	30	70	100
IC	MPMBAI24-205T	Basic Mathematics	2	0	0	2	30	70	100
AEC	MPMBAI24-206T	Environmental Studies	4	0	0	4	30	70	100
SEC	MPMBAI24-251P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			21	1	2	24	210	490	700

MBA (Integrated) I Year	(Code- MPMBAI24-201T)		Semester-II		
	ORGANISATIONAL BEHAVIOUR		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The objective is to help students understand, predict, and manage human behavior in organizations to improve performance, enhance employee satisfaction, and foster effective leadership.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Identify the conceptual foundation of Organisational Behaviour.	PO.1, PO.3	Remember, Understand
CO2	Understand the theories of Perception, Attitude and Values.	PO.1, PO.5	Remember, Understand
CO3	Understand the various theories of Learning and Personality.	PO.1, PO.2	Remember, Understand
CO4	Understand the concept, classification and Stages of Group Development; Group Structure; Group Decision-Making.	PO.1, PO.2 PO.3, PO.5	Remember, Understand, Apply
CO5	Understand the organizational power, politics and the organizational change.	PO.1, PO.2 PO.3, PO.5	Remember, Understand,

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence. **(8 hours)**
- **UNIT II- Perception, Attitude, and Values:** Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories. Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations. **(10 hours)**
- **UNIT III- Learning and Personality:** Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories. Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations. **(10 hours)**
- **UNIT IV- Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process. Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window. Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts. **(10 hours)**
- **UNIT V- Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management. Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture. Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture- Boundedness of Managing the Change. **(10 hours)**

SUGGESTED READINGS

- Aswathappa, K. (2019). *Organizational Behaviour: Text and Cases* (13th ed.). Himalaya Publishing House.
- McShane, S. L., & Von Glinow, M. A. (2020). *Organizational Behavior: Emerging Knowledge, Global Reality* (9th ed.). McGraw-Hill Education.
- Pareek, U., & Khanna, S. (2021). *Understanding Organizational Behaviour* (4th ed.). Oxford University Press India.
- Luthans, F. (2021). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). Tata McGraw-Hill Education.
- Prasad, L. M. (2022). *Organizational Behaviour* (6th ed.). Sultan Chand & Sons.

MBA (Integrated) I Year	(Code- MPMBAI24-202T)		Semester-II		
	FINANCIAL ACCOUNTING-II		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course objective is to explore financial accounting concepts and techniques for various business transactions through topics such as branch accounting, consignment, hire-purchase etc. It aims to cover issues related to assets, liabilities, and financial statements, helping students use accounting information to solve managerial problems and evaluate financial performance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand and apply accounting for consignment, joint ventures, and different branch types.	PO.1, PO.3 PO.5	Remember, Understand
CO2	Record and manage hire-purchase and instalment transactions effectively.	PO.1, PO.2 PO.3	Remember, Understand
CO3	Handle partnership accounting, including admission, retirement, and goodwill adjustments.	PO.1, PO.2 PO.3	Remember, Understand, Apply
CO4	Manage accounting for partner changes, dissolution, and settlement of accounts.	PO.1, PO.2 PO.4	Remember, Understand, Apply
CO5	Prepare and maintain accounts for non-profit organizations, distinguishing capital and revenue items.	PO.1, PO.3 PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Consignment Accounts:** Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch. Joint Venture Accounts: Meaning of joint venture; Joint venture and partnership; Accounting records. Branch Accounts: Dependent branch; Debtors system, stock and debtor system; Final accounts system; Wholesale branch; Independent branch; Foreign Branch, Numerical theorem. **(10 hours)**
- **UNIT II- Accounting for Hire-Purchase and Installment Systems:** Accounting for Hire-Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession. **(8 hours)**
- **UNIT III- Partnership Accounts:** Meaning and features of partnership. Meaning and contents of partnership deed, special aspects of partnership account. Partner's capital account: fixed & fluctuating account. Admission of a partner: Sacrifice ratio, revaluation of assets & liabilities of partnership firm, treatment of goodwill in case of admission & various adjustments. Retirement of a Partner: Gain ratio, new profit sharing ratio, revaluation of assets and liabilities at time of retirement and various adjustments in case of retirement of a partner. **(10 hours)**
- **UNIT IV- Partnership Accounts:** Death of a Partner- Ascertainment of the amount due to the deceased partner, Treatment of goodwill and various adjustments in case of death of a partner. Dissolution of a Partnership Firm: meaning, circumstances of dissolution, settlement of accounts on dissolution of a firm. Dissolution account, realization account. Partner's capital account, Cash or bank account. **(10 hours)**
- **UNIT V- Accounts of Non-Trading Organisation or Non-Profit Organisation:** Meaning of non-trading concern, books of accounts maintained by non-trading concern, capital items and revenue items difference between capital receipts and revenue receipts, difference between capital expenditure and revenue expenditure. Final accounts of non-trading organization, preparations of various accounts in a non-trading organization. **(10 hours)**

SUGGESTED READINGS:

- Maheshwari, S. N., & Maheshwari, S. K. (2020). *Advanced Accountancy (Vol. 2)*. Vikas Publishing House.
- Grewal, T. S., & Gupta, M. (2021). *Advanced Accounts (Vol. 2)*. S. Chand & Company Ltd.
- Gupta, R. L., & Radhaswamy, M. (2021). *Advanced Accountancy (Vol. 1)*. Sultan Chand & Sons.
- Jain, S. P., & Narang, K. L. (2022). *Advanced Accountancy (19th ed.)*. Kalyani Publishers.
- Tulsian, P. C. (2022). *Financial Accounting (7th ed.)*. Pearson India.

MBA (Integrated) I Year	(Code- MPMBAI24-203T)		Semester-II		
	COMPANY LAW		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: By building on the foundations laid in Business Entities (Ordinary) and Commercial Law (Ordinary), this course seeks to develop knowledge and understanding of: Company Law in India. To give them a comprehensive understanding of business law and its implications for various aspects of business operations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the basics and relevance of company law for individuals and businesses.	PO.1, PO.3 PO.5	Remember, Understand
CO2	Grasp the key legal principles of company formation and board meetings.	PO.1, PO.2 PO.5	Remember, Understand
CO3	Know the processes for appointing, removing, and understanding the responsibilities of directors.	PO.1, PO.2 PO.3	Remember, Understand
CO4	Analyze dividend payment processes and audit-related tasks.	PO.1	Remember, Understand, Apply
CO5	Critically evaluate key aspects of company law and apply them in practice.	PO.1, PO.2 PO.3, PO.4 PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts]; Characteristics of a company; Lifting of corporate veil; Types of companies including one-person company, Small company and dormant company; Association not for profit; Illegal association; formation of company, on-line filing of documents, Promoters, their legal position, pre-incorporation contract; on-line registration of a company. **(12 hours)**
- **UNIT II- Documents:** Nature and kind of companies, Meetings of a company, Memorandum of association, Articles of association, Doctrine of constructive notice and indoor management prospectus-shelf and red herring prospectus, Misstatement in prospectus, GDR; Book building; Issue, Allotment and for feature of share, Transmission of shares, Buyback and provisions regarding buyback. **(10 hours)**
- **UNIT III- Management:** Classification of directors, Disqualifications, Director Identity Number (DIN); Appointment; Legal positions, powers and duties; Removal of directors; Key managerial personnel, Managing director, manager; Committees of Board of Directors - Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee. **(10 hours)**
- **UNIT IV- Business Meeting, Dividends, Accounts:** Meetings of shareholders and board; Types of meeting, convening and conduct of meetings, postal ballot, Meeting through video conferencing, e-voting; Provisions relating to payment of Dividend, Provisions relating to Books of Account. **(8 hours)**
- **UNIT V- Winding Up:** Concept and procedure/steps for winding up process. Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit. **(8 Hours)**

SUGGESTED READINGS

- Kapoor, N. D. (2021). *Elements of company law*. Sultan Chand & Sons.
- Sharma, J. P. (2022). *An Easy Approach to Company Law* (24th ed.). Ane Books Pvt. Ltd.
- Singh, A. (2022). *Company Law: Principles, Practice & Provisions* (3rd ed.). Eastern Book Company.
- Kapoor, N. D. (2023). *Elements of Company Law* (34th ed.). Sultan Chand & Sons.
- Singh, A. (2023). *Company law: Principles and practice*. Eastern Book Company.

MBA (Integrated) I Year	(Code- MPMBAI24-204T)		Semester-II		
	PRINCIPLES OF MARKETING		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide a comprehensive understanding of marketing principles, encompassing the evolution of marketing concepts, consumer behavior, and market selection strategies. It covers key aspects of product management, pricing strategies, promotional tools, and distribution channels, with a focus on emerging trends such as rural marketing and digital innovations. Students will gain insights into effective marketing practices and their application in diverse market environments.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the role of marketing within society and within an economic system.	PO.1, PO.4	Remember, Understand
CO2	Learn the vital role of marketing within a firm and the necessary relationships between marketing and the other functional areas of business.	PO.1, PO.2 PO.3	Remember, Understand
CO3	Consider the various decision areas within marketing and the tools and methods used by marketing managers for making decisions.	PO.1, PO.3	Remember, Understand, Apply
CO4	As this is a survey based course, there is an emphasis on basic terminology and concepts and so students will learn key marketing principles and terminology.	PO.1, PO.2	Remember, Understand, Apply
CO5	Demonstrate knowledge of regulatory and ethical factors considered essential to making marketing decisions in India and world-wide.	PO.1, PO.3 PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature, scope and importance of marketing; Evolution of marketing concepts; Marketing mix; 7 P's & 7 C's of Marketing market and marketing, exchange process, functions of marketing, core marketing concepts; relationship & network, utility, costs & satisfaction, exchange, transaction & transfer. **(10 hours)**
- **UNIT II- Marketing Orientations:** Holistic marketing concepts, new marketing orientations- production, product, societal & market orientation. Selling vs. Marketing. Customer quality, value and satisfaction, Michael E. Porters chain analysis model. **(10 hours)**
- **UNIT III- Marketing Environment:** Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions. **(10 hours)**
- **UNIT IV- Consumer Behaviour:** buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process. **(10 hours)**
- **UNIT V- Trends in Marketing:** service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing, service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing. **(8 hours)**

SUGGESTED READINGS

- Kumar, A., & Meenakshi, N. (2016). *Marketing Management* (2nd ed.). Vikas Publishing House.
- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing Management: Indian Context Global Perspective* (6th ed.). McGraw Hill Education.
- Sherlekar, S. A., & Gordon, E. (2019). *Marketing Management* (14th ed.). Himalaya Publishing House.
- Saxena, R. (2020). *Marketing Management* (6th ed.). McGraw Hill Education.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2021). *Marketing Management: A South Asian Perspective* (16th ed.). Pearson India.

MBA (Integrated) I Year	(Code- MPMBAI24-205T)		Semester-II		
	BASIC MATHEMATICS		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: The course aims to introduce fundamental mathematical concepts and their applications in Economics, Finance, Commerce, and Management. It emphasizes developing analytical and practical mathematical skills essential for mathematically intensive areas within Economics and business contexts.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Explain the concepts and use equations, formulae, and mathematical expressions and relationships in a variety of contexts.	PO.1	Remember, Understand
CO2	Apply the knowledge in mathematics in solving business problems.	PO.1, PO.3	Remember, Understand, Apply
CO3	Analyze and solve problems in business calculus, simple and compound interest, and loan and consumer credit applications.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Connect acquired knowledge and skills with practical problems in economic practice.	PO.1	Remember, Understand, Apply
CO5	Gain proficiency in matrix algebra, including understanding matrix definitions, operations, inverses, and applications in solving linear equations.	PO.1, PO.2	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Functions:** Introduction; Concepts, Types of Function- Linear, Quadratic, Polynomial, Exponential & Log; functions related to business & economics. Interest: Simple & Compound, Discounts, Annuity, Present Value concepts. Theory of indices- laws, negative & fractional indices, Arithmetic Progression. **(5 hours)**
- **UNIT II-Theory of Sets:** Introduction- definition; types of sets- universal power, super, equal sets & ven diagram; set operations- union of two sets, intersection of two sets, complement of sets; construction & difference of two sets. **(5 hours)**
- **UNIT III- Differentiation:** Introduction- About Differentiation; Concept of Derivatives- Physical and Geometrical Meaning; Increasing & Decreasing Functions; Maxima & Minima. **(4 hours)**
- **UNIT IV- Concept of Integration:** Introduction- Fundamental formulates, Properties, Methods of Integration, Substitution Methods, Simple Applications, Vectors, Equality, Difference, Inequality, Special vectors, Linear Dependence of vector. **(5 hours)**
- **UNIT V- Matrix Algebra:** Introduction- Definition, Symbol, Order of a Matrix, Row-Column matrix, Inverse of matrix, Applications of matrix, Linear Equations & their Solutions Using Matrix. **(5 hours)**

SUGGESTED READINGS:

- Singh Ajay Khanna V.K, Zameeruddin Qazi, Bhambri S.K, (2016), *Business Mathematics*, Vikas Publishing House Pvt. Ltd.
- Dr. Hazarika Padamalochana, 4th edition (2017), *A Textbook of Business Mathematics*, S. Chand & Company Ltd.
- Kapoor, V. K. (2021). *Business mathematics*. Sultan Chand & Sons.
- Thukral, J. K. (2022). *Mathematics for management*. Taxmann Publications
- Aggarwal, R. S. (2023). *Quantitative techniques for management*. S. Chand Publishing.

MBA (Integrated) I Year	(Code- MPMBAI24-206T)		Semester-II		
	ENVIRONMENTAL STUDIES		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course encourages adopting sustainability in life, society, and industry while fostering values and attitudes to comprehend complex environmental-economic challenges. It aims to actively engage students in solving current environmental issues and preventing future ones.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	To make students aware about the issues prevalent to environment and how the degradation of environment can further be avoided.	PO.1, PO.4 PO.5	Remember, Understand,
CO2	To develop an attitude in students to look forward for sustainable development in the environment.	PO.1, PO.3 PO.5	Remember, Understand
CO3	To develop moral and ethical human values in students, this would be beneficial for them as well as society.	PO.1, PO.5	Remember, Understand, Apply
CO4	To give examples of great moral values examples in the history so that students can look up at such values and inherit them.	PO.1, PO.4 PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Humans, Environment, and Sustainability:** Historical interaction: hunter-gatherers to modern civilization. Indic knowledge and sustainable culture, Industrial Revolution's environmental impact, population growth, and resource exploitation. Evolution of environmental ethics and environmentalism, UN initiatives, Rio Summit, and sustainable development.. (8 hours)
- **UNIT II- Natural Resources and Sustainable Development:** Natural resource classification: biotic (forests, grasslands, etc.) and abiotic (water, minerals). Water resource types, usage, scarcity, and conflict. Soil and mineral resources: issues of degradation and exploitation, Energy resources: renewable vs. non-renewable and their environmental implications. Introduction to Sustainable Development Goals (SDGs), their targets, and challenges.. (10 hours)
- **UNIT III- Environmental Issues and Pollution:** Environmental issues across scales: local to global. Pollution types: air, noise, water, soil, thermal, radioactive, and their sources, Specific pollution challenges: acid rain, smog, transboundary pollution. Land use change: urbanization, deforestation, desertification. Global environmental change: ozone depletion, climate change, and biodiversity loss. (10 hours)
- **UNIT IV- Biodiversity and Conservation:** Biodiversity types and hotspots in India and worldwide. Ecosystem services and major ecosystem types in India, Threats to biodiversity: exploitation, invasive species, and climate change. Conservation methods: in-situ and ex-situ, protected areas, policies, community-based conservation, and the role of traditional knowledge. (10 hours)
- **UNIT V- Environmental Policies, Management, and Health:** Pollution sources and health impacts: air, water, soil, and noise pollution, Environmental laws in India: constitutional provisions, key acts (Wildlife, Water, Air, Forest Conservation, Environmental Protection), Major international treaties (UNFCCC, CBD, Montreal Protocol) and India's role, Environmental management strategies: ISO 14001, 3Rs (Reduce, Reuse, Recycle), and sustainable waste management. Case studies and practical fieldwork, including local environmental management initiatives. (10 hours)

SUGGESTED READINGS:

- Garg, S. K., & Sharma, R. K. (2022). *Environmental Studies: Principles, Concepts and Applications* (2nd ed.). Khanna Publishers.
- Reddy, M. S. (2022). *Environmental Science and Engineering* (1st ed.). PHI Learning.
- Jain, S. K., & Sinha, S. K. (2023). *Fundamentals of Environmental Studies* (2nd ed.). Oxford University Press India.
- Mishra, A., & Singh, P. (2023). *Introduction to Environmental Studies* (1st ed.). New Age International Publishers.
- Universal Publications. *"Environmental Protection Act 1986."* (1st ed.) Universal Publications.

MBA (Integrated) I Year	(Code- MPMBAI24-251P)		Semester-II		
	SEMINAR & VIVA-VOCE (PRACTICAL)		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	0

Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Each student will be assigned a topic in the beginning of the semester. They will be required to prepare and submit seminar report and presentation on the same. The panel of examiners will evaluate the project.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2, PO.3
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.	PO.1, PO.2, PO.3 PO.5
CO3	To assess their communication, presentation skills & overall impression	PO.1, PO.2, PO.3
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.1, PO.2, PO.3 PO.5

SEMINAR & VIVA-VOCE

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 3rd Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-301T	Accounting for Managers	3	1	0	4	30	70	100
	MPMBAI24-302T	Managerial Economics	4	0	0	4	30	70	100
Minor	MPMBAI24-303T	Business Organization Management	4	0	0	4	30	70	100
IC	MPMBAI24-304T	Intellectual Property Rights	2	0	0	2	30	70	100
AEC	MPMBAI24-305T	Fundamentals of Computer	2	0	0	2	30	70	100
VAC	MPMBAI24-351P	Computer Applications for Managers (Practical)	0	0	2	2	30	70	100
SEC	MPMBAI24-352P	Comprehensive Viva-voce	0	0	2	2	30	70	100
TOTAL			15	1	4	20	210	490	700

MBA (Integrated) II Year	(Code- MPMBAI24-301T)		Semester-III		
	ACCOUNTING FOR MANAGERS		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course focuses on equipping students with management accounting techniques to analyze costs, make informed decisions, and manage financial resources effectively. It enhances analytical and decision-making skills through practical examples, emphasizing ethical considerations in financial reporting and decision-making processes.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand management accounting's nature, scope, and role, and its distinction from financial and cost accounting.	PO.1	Remember, Understand
CO2	Analyze costs for decision-making, focusing on relevant costs and alternative choices.	PO.1, PO.2, PO.3	Apply, Analyze
CO3	Apply break-even analysis to assess cost-profit-volume relationships and determine the break-even point.	PO.1, PO.3	Apply, Analyze
CO4	Use standard costing and variance analysis to improve material and labor efficiency.	PO.1, PO.5	Analyze, Evaluate
CO5	Utilize budgeting and budgetary control for financial planning and control.	PO.1, PO.5	Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Management Accounting:** Nature, Scope, Significance, and Function of Accounting, Management Accounting VS Financial Accounting. Management Accounting VS Cost Accounting. **(10 hours)**
- **UNIT II- Cost Analysis for Decision making:** Decision facing Management, The role of Costs, Relevant Cost, Contribution Approach, Relevant and Cost Behaviour, Short term and long term Indications, Direct-Indirect cost Opportunity Cost, Decision Involving Alternative Choices: Nature of Managerial decision making , Concept of Differential costs, Decision to make or buy , Decision to Accept a special order, Decision to Continue or drop a Product Line **(10 hours)**
- **UNIT III- Break-even Analysis:** The Break-even point, on the P/V Graph , The Breakeven point formula and uses of Break-even Analysis, Cost Volume profit Relationship: The relationship of the Cost and profit with Volume, Uses and Limitations. Numerical thereon. **(10 hours)**
- **UNIT IV- Standard costing variance analysis:** Standard Costing VS Historical Costing, Types of Standards, Concepts of variance Analysis, Computation of Material, Labour Variance. Numerical thereon. **(10 hours)**
- **UNIT V- Budgeting and Budgetary Control:** Budgeting as a Tool, Uses and Organization of the Budgeting, Limited Budget factors, The Budgeting Process, Step in Budgets Preparation, Type of Budgets. Numerical thereon. **(8 hours)**

SUGGESTED READINGS:

- Drury, C. (2021). *Management and Cost Accounting*. 11th ed. Cengage Learning, London.
- Hansen, D. R., & Mowen, M. M. (2022). *Cornerstones of Cost Management*. 4th ed. Cengage Learning, Boston.
- Kaplan, R. S., & Atkinson, A. A. (2023). *Advanced Management Accounting*. 5th ed. Pearson Education, New Delhi.
- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). *Cost Accounting: A Managerial Emphasis*. 17th ed. Pearson Education, New Delhi.
- Lal, J., & Srivastava, S. (2023). *Cost Accounting*. 8th ed. McGraw Hill Education, New Delhi.
- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2022). *Managerial Accounting: Tools for Business Decision Making*. 9th ed. Wiley, New York.

MBA (Integrated) II Year	(Code- MPMBAI24-302T)		Semester-III		
	MANAGERIAL ECONOMICS		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The objective of the course is to acquaint the students with the concept of economics dealing with consumer behavior. The course also makes the student understand the supply side of the market through the production and cost behavior of firm.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand managerial economics concepts and business firm objectives.	PO.1, PO.3	Remember, Understand
CO2	Analyze the demand determinants and measuring price elasticity of demand.	PO.1, PO.3	Understand, Apply, Analyze
CO3	Analyze production functions, cost analysis, and apply these concepts in decision-making.	PO.1, PO.3	Apply, Analyze
CO4	Comprehend national income measurement and Keynesian income determination.	PO.1, PO.2, PO.3	Apply, Analyze
CO5	Analyze balance of payments, monetary and fiscal policies, and business cycle theories.	PO.1, PO.3, PO.4	Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- The Nature & Scope of Managerial Economics:** Definition & Scope; Types of Managerial Decisions; Objectives of Business Firms- Profit maximization, Cost minimization, Sales maximization, Value maximization of the firm. (10 hours)
- **UNIT II- Market Forces:** Demand and Supply, Analysis of Individual Demand & Market Demand; Elasticity of Demand, Determinants of Demand, Law of Demand and Exceptions to the Law of Demand; Supply Analysis, Determinants of Supply, Law of Supply; Elasticity of Supply. (10 hours)
- **UNIT III- Theory of Production and Cost Analysis:** Production Functions- The Laws of Production and Returns, Optimal Input Combination, ISO- Product Curves; Cobb-Douglas Production Function; Cost-Concepts, Cost Output Relation, Economies of Scale, Break-Even Analysis; Application of the Concept in Financial and Marketing Decisions. (10 hours)
- **UNIT IV- National Income: Concept & Measurement:** Basic Concepts and Definition of National Income- Measures of National Income, Income Determination- Keynes' Two- Sector Basic Model; Concept of Investment Multiplier- Assumptions, Leakages & Importance of the Concept (10 hours)
- **UNIT V- Balance of Payments:** Money Supply, Monetary Policy, Fiscal Policy; Business Cycles; Phases of Business Cycles- Theories of Business Cycles. (8 hours)

SUGGESTED READINGS:

- Ahuja, H. L. (2022). *Managerial Economics: Analysis of Managerial Decision Making*. 10th ed. S. Chand & Company, New Delhi.
- Mithani, D. M. (2021). *Managerial Economics: Theory and Applications*. 8th ed. Himalaya Publishing House, Mumbai.
- Jhingan, M. L., & Stephen, J. K. (2023). *Managerial Economics*. 10th ed. Vrinda Publications, New Delhi.
- Varshney, R. L., & Maheshwari, K. L. (2022). *Managerial Economics*. 23rd ed. Sultan Chand & Sons, New Delhi.
- Reddy, P. N., & Appanniah, H. R. (2021). *Principles of Business Economics*. 12th ed. Himalaya Publishing House, Mumbai.
- Mishra, S. K., & Puri, V. K. (2023). *Economic Environment of Business*. 8th ed. Himalaya Publishing House, Mumbai.
- Stiglitz, J. E., & Walsh, C. E. (2006). *Principles of microeconomics*. 4th ed. W.W. Norton & Company.

MBA (Integrated) II Year	(Code- MPMBAI24-303T)		Semester-III		
	BUSINESS ORGANISATION MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to help students understand the functions and responsibilities of managers, providing them with tools and techniques essential for managerial roles. It also enables analysis and comprehension of organizational environments while fostering awareness of the importance of management principles among students.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of Indian business, including liberalization, globalization, and 'Make in India.'	PO.1, PO.4, PO.5	Remember, Understand
CO2	Analyze various business organizations and assess their suitability for enterprises.	PO.1, PO.3, PO.5	Understand, Apply, Analyze
CO3	Analyze effective application of management organization knowledge to diagnose and solve organizational problems.	PO.1, PO.3	Understand, Analyze
CO4	Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.	PO.1, PO.3, PO.5	Understand, Analyze
CO5	Explore leadership and motivation theories to improve organizational performance.	PO.1, PO.5	Analyze

DETAILED SYLLABUS:

- **UNIT I- Foundation of Indian Business:** Introduction, Components and Objectives of Business, Manufacturing and service sectors; Small and medium enterprises; Problems and government policy; India's experience of liberalization and globalization. Technological innovations and skill development. 'Make in India' Movement. Social responsibility and ethics Emerging opportunities in business; Franchising; Outsourcing-commerce. **(10 hours)**
- **UNIT II- Business Enterprises:** Forms of Business Organization: Sole Proprietorship, Joint Hindu Family Firm, Partnership firm, Joint Stock Company, Cooperative society; Limited Liability Partnership; Choice of Form of Organization. Forms of Public Enterprises. Multinational Corporations. **(10 hours)**
- **UNIT III- Management Planning and Organizing:** The Process of Management: Introduction, Nature and Scope, Levels and Evaluation of Management. Planning-types, Process, Limitations factors affecting Planning, stages of planning. Organizing: Concept, Nature, types formal & informal, factors affecting organizing, features, structures. **(10 hours)**
- **UNIT IV- Staffing, Directing and Controlling:** Staffing- Concepts, Nature, Importance and Process of recruitment and selection. Directing- meaning & concepts, importance, principles, supervision. Controlling- meaning & concepts, functions, process and types, importance, span of control, theories of controlling. **(10 hours)**
- **UNIT V- Leading and Motivation:** Leading Leadership- concepts, styles, features, importance, qualities of a good leader. Theories of leadership- Trait theory, Situational theory, Great man theory, Behavior theory. Motivation- concepts, importance, process. Theories of motivation- Maslow's need hierarchy theory, MC Gregor's theory, theory Z etc. **(8 hours)**

SUGGESTED READINGS:

- Gupta, C. B. (2022). *Business Organisation and Management*. 6th ed. Mayur Paperbacks, New Delhi.
- Sanghvi, H. K., & Mehta, A. S. (2023). *Business Organisation and Management*. 8th ed. Vikas Publishing House, New Delhi.
- Chhabra, T. N. (2021). *Business Organisation and Management*. 5th ed. Sun India Publications, New Delhi.
- Khanna, M. M., & Kothari, M. (2022). *Principles of Management*. 7th ed. Sultan Chand & Sons, New Delhi.
- Kumar, R., & Sharma, V. (2023). *Management Principles and Practices*. 9th ed. Excel Books, New Delhi.
- Agarwal, R. D. (2021). *Business Management*. 11th ed. Himalaya Publishing House, Mumbai.
- Reddy, P. N., & Appanniah, H. R. (2022). *Principles of Business Management*. 8th ed. Himalaya Publishing House, Mumbai.

MBA (Integrated) II Year	(Code- MPMBAI24-304T)		Semester-III		
	INTELLECTUAL PROPERTY RIGHTS		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: The course aims to familiarize students with the concepts and importance of Intellectual Property Rights (IPR) in the business environment. It seeks to provide a comprehensive understanding of the types of intellectual property, the legal frameworks governing them, and the strategic management of IP assets. The course also highlights the role of IPR in innovation, creativity, and economic growth.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts of Intellectual Property Rights and their significance in the business world.	PO.1, PO.3	Remember, Understand
CO2	Explain the various types of intellectual property, including patents, trademarks, copyright, and trade secrets.	PO.1, PO.3	Remember, Understand
CO3	Analyze the legal frameworks and international treaties related to Intellectual Property Rights.	PO.1, PO.3, PO.4, PO.5	Understand, Analyze
CO4	Evaluate the strategies for managing and protecting intellectual property assets in organizations.	PO.1, PO.3, PO.5	Analyze, Evaluate
CO5	Formulate approaches to leverage Intellectual Property Rights for competitive advantage and innovation	PO.1, PO.3, PO.5	Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Intellectual Property Rights:** Definition and types of Intellectual Property; Importance of IPR in the business environment; History and evolution of IPR; International conventions and treaties (Paris Convention, Berne Convention, TRIPS Agreement, WIPO). **(6 hours)**
- **UNIT II- Patents:** Concept and criteria for patentability; Process of obtaining a patent; Patent Cooperation Treaty (PCT); Rights of patent holders; Infringement of patents and legal remedies; Case studies on patent disputes. **(4 hours)**
- **UNIT III- Trademarks and Geographical Indications:** Definition and types of trademarks; Process of registration; Protection of trademarks and brand names; Role of trademarks in marketing and brand management; Concept of Geographical Indications; Case studies on trademark infringements. **(6 hours)**
- **UNIT IV- Copyrights and Related Rights:** Definition and scope of copyrights; Copyright protection for literary, musical, and artistic works; Fair use and infringement; Rights of authors and artists; Digital rights management (DRM); Case studies on copyright issues. **(4 hours)**
- **UNIT V- Trade Secrets and Emerging Issues in IPR:** Definition and importance of trade secrets; Legal protection of trade secrets; Non-disclosure agreements (NDAs); Intellectual property in the digital age; IPR and artificial intelligence; Ethical issues in IPR. **(4 hours)**

SUGGESTED READINGS:

- Khurana, S., & Singh, P. (2022). *Intellectual Property Rights: Text and Cases*. 2nd ed. Eastern Book Company, Lucknow.
- Kumar, A. (2021). *Intellectual Property Rights and Law*. 3rd ed. Cengage Learning, New Delhi.
- Nair, V. (2023). *Intellectual Property Rights: Protection and Management*. 1st ed. McGraw Hill Education, New Delhi.
- Rao, P. S. (2022). *Intellectual Property Rights: An Overview*. 2nd ed. Oxford University Press, New Delhi.
- Bhat, M. S. (2021). *Intellectual Property Rights and Legal Framework*. 4th ed. S. Chand & Company, New Delhi

MBA (Integrated) II Year	(Code- MPMBAI24-305T)		Semester-III		
	FUNDAMENTALS OF COMPUTER		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to introduce fundamentals of computing device and enhance computer related proficiency, focusing on personal use of hardware, software, Internet, networking. It would enhance literacy to find, evaluate, and ethically use digital information.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Know about the evolution of computer and its history with its impact on society.	PO.1	Remember, Understand
CO2	Process the knowledge of basic hardware peripherals of computers and its various types.	PO.1, PO.4	Remember, Understand
CO3	Understand the basics of computer and working of operating system.	PO.1, PO.2	Remember, Understand
CO4	Understand and apply the knowledge of internet for various office related activities.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply
CO5	Understand the essentials of computers in education, business and other fields.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Concept of Computer:** Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers and their Applications. **(6 hours)**
- **UNIT II- Types of Computer:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Microcomputers, Mini-Computers, Main-frame Computers, and Super Computers. **(6 hours)**
- **UNIT III- Operating System and Office Automation:** Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels. **(4 hours)**
- **UNIT IV- Information Technology:** Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope. **(4 hours)**
- **UNIT V- Computer Application in different fields:** Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and functions, Set Commands, Sorting, and Indexing. **(4 hours)**

SUGGESTED READINGS:

- Rao, P. N., & Reghu, M. (2022). *Computer Fundamentals and Applications*. 7th ed. New Age International, New Delhi.
- Sinha, P. K., & Sinha, P. (2023). *Computer Fundamentals*. 12th ed. BPB Publications, New Delhi.
- Agarwal, A., & Agarwal, S. (2021). *Computer Basics: Concepts and Applications*. 8th ed. Vikas Publishing House, New Delhi.
- Bhardwaj, A., & Gupta, M. (2022). *Introduction to Computers and Information Technology*. 6th ed. Pearson Education, New Delhi.
- Kumar, R. (2023). *Computer Applications in Business*. 5th ed. McGraw Hill Education, New Delhi

MBA (Integrated) II Year	(Code- MPMBAI24-351P)		Semester-III		
	COMPUTER APPLICATION FOR MANAGERS (PRACTICAL)		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	00

Course Objectives: To provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Demonstrate knowledge of the history, types, and applications of computers in various fields.	PO.1	Remember, Understand
CO2	Develop an understanding of number systems, arithmetic operations.	PO.1, PO.4	Remember, Understand
CO3	Utilize essential MS Office applications effectively for business and academic purposes.	PO.1, PO.2	Remember, Understand, Apply
CO4	Understanding The Role of Information Systems in Business Today.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Concept of Computers:** Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications. Types of Computers: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computer, and Super Computers.
- **UNIT II- Number System:** Binary Numbers, Binary-Octal- Octal-Binary-Hexa-Binary etc. Floating Point representation of a number-Arithmetic-Operation---One's & Two's Complements-- Development of Boolean Algebra- Boolean Logic Operations.
- **UNIT III- Micro Soft:** MS Office- MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)
- **UNIT IV- Information System:** Information Systems in Global Business Today the Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends.

SUGGESTED READINGS:

- Rao, P. N., & Reghu, M. (2022). *Computer Fundamentals and Applications*. 7th ed. New Age International, New Delhi.
- Sinha, P. K., & Sinha, P. (2023). *Computer Fundamentals*. 12th ed. BPB Publications, New Delhi.
- Agarwal, A., & Agarwal, S. (2021). *Computer Basics: Concepts and Applications*. 8th ed. Vikas Publishing House, New Delhi.
- Bhardwaj, A., & Gupta, M. (2022). *Introduction to Computers and Information Technology*. 6th ed. Pearson Education, New Delhi.
- Kumar, R. (2023). *Computer Applications in Business*. 5th ed. McGraw Hill Education, New Delhi

MBA (Integrated) II Year	(Code- MPMBAI24-352P)		Semester-III		
	COMPREHENSIVE VIVA-VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	00

Course Objectives: The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2, PO.3
CO2	Understand ethical issues in business trends, researches and other related topics.	PO.1, PO.4, PO5
CO3	To illustrate, assess their communication, presentation skills, and overall impression.	PO.1, PO.2
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.2, PO.5

COMPREHENSIVE VIVA-VOCE

The comprehensive viva-voce is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 4th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-401T	Research Methodology	4	0	0	4	30	70	100
	MPMBAI24-402T	Business Finance	3	1	0	4	30	70	100
	MPMBAI24-403T	Corporate Social Responsibility	4	0	0	4	30	70	100
Minor	MPMBAI24-404T	Macro Economics	4	0	0	4	30	70	100
IC	MPMBAI24-405T	Fundamentals of International Business	2	0	0	2	30	70	100
AEC	MPMBAI24-406T	Indian Banking System	2	0	0	2	30	70	100
VAC	MPMBAI24-407T	Indian Knowledge System	2	0	0	2	30	70	100
SEC	MPMBAI24-451P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			21	1	2	24	240	560	800

MBA (Integrated) II Year	(Code- MPMBAI24-401T)		Semester-IV		
	RESEARCH METHODOLOGY		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to develop students' understanding of various research methods and techniques, providing them with the skills to design, conduct, and analyze research studies. It also focuses on enabling students to critically evaluate research and apply findings to real-world situations, equipping them with the knowledge to effectively communicate their results.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understanding the fundamental concepts of research.	PO.1, PO.2	Remember, Understand
CO2	Learn about sampling processes, designs, and measurement scales for attitude assessment.	PO.1, PO.2	Remember, Understand, Apply
CO3	Apply data collection methods, including questionnaire design and data preparation.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply
CO4	Analyze and apply statistical methods for hypothesis testing, including parametric and non-parametric tests, correlation, and regression analysis.	PO.1	Remember, Understand, Apply, Analyze
CO5	Prepare and present research reports effectively, understanding various report types and presentation techniques.	PO.1, PO.2, PO.5	Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Introduction, Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research. Planning and Designing Research. **(10 hours)**
- **UNIT II- Sampling:** Introduction to Sampling, Sampling Process, Sampling Designs, sample size, Application of Sampling, Attitude Measurement, Types of Scales for Attitude Measurement. Uni-dimensional and Multi- dimensional scales; Measurement Scales- Nominal, Ordinal, Interval, Ratio. **(10 hours)**
- **UNIT III- Data Collection:** Secondary and Primary Data Collection- Introduction to Secondary Data Source and their types, Questionnaire Design and Construction, Methods of Data Collection, Data preparation- validation, Tabulation and Cross Tabulation of Data, University and Vicariate Data Analysis. Multivariate data analysis. **(10 hours)**
- **UNIT IV- Data Analysis:** Analysis and Preparation: Hypothesis testing – statistical significance, statistical testing procedure- Types of tests- parametric and non-parametric tests . Tests of significance- -Simple Correlation –Regression. **(10 hours)**
- **UNIT V- Report Writing:** Presentation and Follow –Through –Role of the report, Type of the reports, Contents of the reports, personal presentation of the report. **(8 hours)**

SUGGESTED READINGS:

- Kothari, C.R. (2019). *"Research Methodology: Methods & Techniques."* 4th ed. New Age International Publishers.
- Gupta, Dr. Sanjeev, Tripathi, Dr. Ruchio, et al. (2020). *"Research Methodology."* 1st ed. SBPD Publication.
- Gupta, Santosh (2018). *"Research Methodology and Statistical Techniques."* 2nd ed. Deep & Deep Publication.
- Cooper, D.R., & Schindler, P.S. (2019). *"Business Research Methods."* 13th ed. McGraw-Hill Education.
- Creswell, J.W. (2018). *"Research Design: Qualitative, Quantitative, and Mixed Methods Approaches."* 5th ed. Sage Publications.
- Sekaran, U., & Bougie, R. (2019). *"Research Methods for Business: A Skill-Building Approach."* 7th ed. Wiley.

MBA (Integrated) II Year	(Code- MPMBAI24-402T)		Semester-IV		
	BUSINESS FINANCE		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a comprehensive understanding of financial management principles and practices. It seeks to develop students' ability to make informed financial decisions by analyzing financial statements, understanding the cost of capital, managing working capital, and evaluating investment opportunities.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts of financial management and their significance in business.	PO.1, PO.3	Remember, Understand
CO2	Grasp the types and importance of leverage and concepts like capitalization with numerical applications.	PO.1, PO.3	Remember, Understand, Apply
CO3	Manage working capital efficiently by controlling cash, receivables, and inventory.	PO.1, PO.3	Apply, Analyze
CO4	Understand the principles of working capital management and their application in business.	PO.1, PO.2	Analyze, Evaluate
CO5	Apply capital budgeting techniques for sound long-term investment decisions.	PO.1, PO.3	Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Business Finance:** Meaning, nature, and scope of business finance; Objectives of financial management; Financial decisions: Investment, financing, and dividend decisions; Risk and return trade-off; Role of financial manager in business. (10 hours)
- **UNIT II- Leverage:** Meaning, importance, scope of leverage; Types of leverages- Operating, Financial & Combined leverage. Meaning of Capitalization, over and Under Capitalizations -their Cause and Remedies. Numerical thereon. (10 hours)
- **UNIT III- Cost of Capital:** Concept and significance of cost of capital; Computation of cost of debt, equity, preference shares, and retained earnings; Weighted average cost of capital (WACC). (10 hours)
- **UNIT IV- Working Capital Management:** Meaning and significance of working capital; Factors affecting working capital requirements; Working capital cycle; Management of cash, receivables, and inventory; Working capital financing: Sources of short-term finance. Numerical thereon. (10 hours)
- **UNIT V- Capital Budgeting:** Meaning and importance of capital budgeting; Types of capital budgeting; Techniques of capital budgeting. Numerical thereon. (8 hours)

SUGGESTED READINGS:

- Khan, M.Y., and Jain, P.K. (2018). *Financial Management: Text, Problems, and Cases*. 8th ed. McGraw Hill Education, New Delhi.
- Pandey, I.M. (2015). *Financial Management*. 11th ed. Vikas Publishing House, New Delhi.
- Chandra, P. (2017). *Financial Management: Theory and Practice*. 9th ed. Tata McGraw-Hill, New Delhi.
- Srivastava, R.M., and Misra, A. (2018). *Financial Management*. 3rd ed. Oxford University Press, New Delhi.
- Ross, S.A., Westerfield, R.W., and Jaffe, J. (2019). *Corporate Finance*. 12th ed. McGraw-Hill Education

MBA (Integrated) II Year	(Code- MPMBAI24-403T)		Semester-IV		
	CORPORATE SOCIAL RESPONSIBILITY		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to develop an understanding of the concept of Corporate Social Responsibility (CSR) and its relevance in the modern business environment. It seeks to provide insights into the ethical, social, and environmental obligations of businesses and how these can be integrated into corporate strategies. The course also explores the impact of CSR initiatives on society, stakeholders, and the long-term sustainability of businesses.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the basic concepts and importance of Corporate Social Responsibility.	PO.1, PO.3	Remember, Understand
CO2	Analyze the ethical, social, and environmental responsibilities of businesses.	PO.1, PO.2, PO.3	Understand, Apply, Analyze
CO3	Evaluate the impact of CSR initiatives on stakeholders and society.	PO.1, PO.2, PO.3	Analyze, Evaluate
CO4	Develop strategies for integrating CSR into business operations and corporate strategies.	PO.1, PO.3	Understand, Apply, Analyze
CO5	Examine the role of CSR in enhancing corporate reputation and long-term sustainability at local and global level.	PO.1, PO.3, PO.5	Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Corporate Social Responsibility:** Definition, evolution, and significance of CSR; The business case for CSR; Stakeholder theory and CSR; Global standards and guidelines for CSR (UN Global Compact, ISO 26000); Ethical foundations of CSR. **(10 hours)**
- **UNIT II- CSR and Corporate Strategy:** Aligning CSR with corporate strategy; Strategic CSR and competitive advantage; The role of leadership in CSR; CSR and corporate governance; Integrating CSR into business operations; Case studies on CSR strategies. **(10 hours)**
- **UNIT III- CSR and Sustainable Development:** The concept of sustainability and sustainable development; The triple bottom line approach; Environmental responsibilities of businesses; CSR and climate change; CSR in the context of developing economies; Case studies on sustainable CSR practices. **(10 hours)**
- **UNIT IV- CSR and Stakeholder Engagement:** Identifying and engaging stakeholders; The role of communication in CSR; Social and environmental reporting; Measuring and reporting CSR performance; The impact of CSR on consumer behavior and brand loyalty. **(10 hours)**
- **UNIT V- Challenges and Future of CSR:** Challenges in implementing CSR; Criticisms of CSR; The future of CSR in a globalized world; Emerging trends in CSR: Corporate philanthropy, cause-related marketing, shared value; The role of CSR in addressing global challenges. **(8 hours)**

SUGGESTED READINGS:

- Kumar, S., & Sharma, R. (2023). *Corporate Social Responsibility: Principles and Practice*. 2nd ed. Sage Publications, New Delhi.
- Chopra, P., & Gupta, M. (2022). *CSR and Sustainable Development*. 1st ed. Excel Books, New Delhi.
- Reddy, B. M. (2021). *Corporate Social Responsibility and Governance*. 3rd ed. Vikas Publishing House, New Delhi.
- Mishra, A., & Singh, S. (2022). *Ethics and CSR: A Business Perspective*. 4th ed. Pearson Education, New Delhi.
- Jain, A. K., & Sharma, N. (2023). *Corporate Social Responsibility: Concepts and Strategies*. 5th ed. McGraw Hill Education, New Delhi.

MBA (Integrated) II Year	(Code- MPMBAI24-404T)		Semester-IV		
	MACRO ECONOMICS		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a deep understanding of key macroeconomic concepts like income, expenditure, inflation, and policy tools such as fiscal and monetary policy. Students will learn to analyze real-world economic situations using modern macroeconomic methods.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand macroeconomic concepts like income, expenditure, and the multiplier effect.	PO.1, PO.3	Remember, Understand
CO2	Analyze fiscal and monetary policies using AD-AS and IS-LM models.	PO.1, PO.2, PO.3	Understand, Apply, Analyze
CO3	Examine inflation, unemployment, and their economic impacts.	PO.1, PO.4	Remember, Understand, Apply
CO4	Study open economy factors, exchange rates, and balance of payments.	PO.1, PO.2, PO.3, PO.4	Analyze, Evaluate
CO5	Explore investment determinants and money demand theories.	PO.1, PO.3, PO.4	Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept and Variables of macroeconomics, Income, Expenditure and The Circular flow, Components of expenditure. Consumption, Saving and Investment and S-I approach, Multiplier (two sector) and Numerical. Static macro-economic analysis short and the long run – Determination of supply, Determination of demand, and Conditions of equilibrium. **(10 hours)**
- **UNIT II- Monetary Policy, Supply & Demand:** Meaning, Objective and Instruments of fiscal and monetary policy, AD-AS approach; Determination of aggregate demand, Shifts in aggregate demand, Aggregate supply in the short and long run, and Aggregate demand- Aggregate supply analysis. Economy in the short run IS–LM framework. **(10 hours)**
- **UNIT III- Inflation:** Inflation, Causes and Effect of rising and falling inflation, Demand pull and Cost push inflation and Measures to control inflation, Inflation and interest rates, Social costs of inflation. Unemployment – Natural rate of unemployment, Frictional and wait unemployment. Labor market and its interaction with production system. Phillips curve, Trade-off between inflation and unemployment, Sacrifice ratio, Role of expectations adaptive and rational. **(10 hours)**
- **UNIT IV- Open Economy:** Flows of goods and capital, Saving and Investment in a small and a large open economy, Exchange rates; Fixed and Flexible, Mundell – Fleming model with fixed and flexible prices in a Small Open economy with fixed and with flexible exchange rates, Interest rate differentials case of a Large economy. Balance of payments, Trade balance, Current and Capital Account, Autonomous and accommodating transactions and Measures to control disequilibrium on BOP. **(10 hours)**
- **UNIT V- Investment:** Behavioral Foundations- Investment – Determinants of business fixed investment, Effect of tax, Determinants of residential investment and Inventory investment. Demand for Money – Portfolio and transactions theories of demand for Real balances, Interest and Income Elasticity's of demand for real balances. Supply of money. **(8 hours)**

SUGGESTED READINGS

- Kumar, A. (2022). *Macroeconomics: Theory and Policy*. 7th ed. Oxford University Press, New Delhi.
- Sengupta, J. (2023). *Monetary Policy and Economic Stabilization*. 6th ed. Sage Publications, New Delhi.
- Reddy, Y. V. (2021). *Open Economy Macroeconomics*. 5th ed. Pearson Education, New Delhi.
- Chakraborty, S. (2022). *Inflation and Monetary Policy: Concepts and Practices*. 4th ed. McGraw Hill Education, New Delhi.
- Bhattacharya, B., & Bhattacharya, S. (2023). *Investment Theory and Practice*. 8th ed. Vikas Publishing House, New Delhi.

MBA (Integrated) II Year	(Code- MPMBAI24-405T)		Semester-IV		
	FUNDAMENTALS OF INTERNATIONAL BUSINESS		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: The course aims to expose students to the concept, importance, and dynamics of international business, particularly focusing on India's involvement in global operations. It covers globalization's impact on business complexity, international trade theories, policies, trade organizations, the international financial environment, contemporary issues in international operations, and methods for trade promotion and foreign investment encouragement.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand international business complexities, globalization's impact, and entry modes.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze trade theories, policies, and global trade organizations like WTO and IMF.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Assess factors affecting exchange rates, government interventions, and rate determination theories.	PO.1, PO.4	Understand, Analyze
CO4	Examine the international financial environment, including foreign exchange markets and investments.	PO.1, PO.4	Apply, Analyze
CO5	Critically evaluate issues in international business operations, including organizational structures, outsourcing, and IT's role.	PO.1, PO.2, PO.3, PO.4	Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction:** International business contrasted with domestic business-complexities of international business; Internationalization Stages and Orientations. Modes of entry into international business. International Business Environment: National and foreign environments and their Components - economic, cultural and political-legal environments; Global trading environment - recent trends in world trade in goods and services; Trends in India's foreign trade. **(6 hours)**
- **UNIT II- Trade Theories:** Theories of international trade; Commercial Policy Instruments tariff and non-tariff measures; Balance of payment account and its components. WTO – Its objectives, principles, organizational structure and functioning; WTO and Developing Countries; An overview of other organizations – UNCTAD, World Bank and IMF. Regional Economic Integration: Forms of regional integration; Integration efforts among countries in Europe, North America and Asia. Trade creation and diversion effects. **(6 hours)**
- **UNIT III- International Exchange Rate:** Exchange Rate Determination: Factors affecting exchange rate–Relative inflation rates, relative interest rates, relative income levels, government controls, expectations, etc. Government intervention and government influence on exchange rates. Theories of exchange rate – Purchasing Power Parity, Interest Rate Parity and Fisher's effect. **(4 hours)**
- **UNIT IV- International Financial Environment:** International financial system and institutions; Foreign exchange markets, Spot market, spot rate quotations, bid-ask spreads, Trading in spot markets, Cross exchange rates; Forward Market: forward rate, long and short forward positions, forward premium and discount. Arbitrage, hedging and speculation; Foreign investments - types and flows; Foreign investment in Indian perspective. **(4 hours)**
- **UNIT V- International Business Operations:** Organizational structure for international business operations; Contemporary Issues in International Business: Environmental and Labor issues; Outsourcing and its potentials for India; Strategic alliances, mergers and acquisitions; Role of IT in international business. **(4 hours)**

SUGGESTED READINGS:

- Hill, Charles W.L., & Jain, Arun Kumar (2020). *"International Business."* 11th ed. Tata McGraw-Hill, New Delhi.
- Johnson, Derbe, & Turner, Colin (2017). *"International Business: Themes & Issues in the Modern Global Economy."* 2nd ed. Routledge, London.
- Cherunilam, Francis (2018). *"International Business: Text and Cases."* 9th ed. Prentice Hall of India Ltd.
- Daniels, John D., Radebaugh, Lee H., & Sullivan, David P. (2018). *"International Business."* 16th ed. Pearson Education.
- Justin, Paul (2016). *"International Business."* 2nd ed. Prentice Hall of India Ltd.
- Czinkota, Michael R., et al. (2019). *"International Business."* 8th ed. Fort Worth: The Dryden Press.
- Reserve Bank of India (RBI) (2020). *"Report on Currency & Finance."* Various issues.
- Griffin, Ricky W., & Pustay, Michael W. (2019). *"International Business: A Managerial Perspective."* 9th ed. Prentice Hall.

MBA (Integrated) II Year	(Code- MPMBAI24-406T)		Semester-IV		
	INDIAN BANKING SYSTEM		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to acquaint students with the fundamentals of banking, develop their capability to understand banking concepts and operations, and provide thorough knowledge of banking and insurance practices, including new concepts introduced in these fields.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the evolution and regulation of banking in India.	PO.1, PO.3	Remember, Understand
CO2	Analyze various types of banks and their functions in India.	PO.1, PO.3	Remember, Understand
CO3	Explore banking technology, including ATM, credit/debit cards, and e-banking.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO4	Understand net banking systems and technologies in India.	PO.1, PO.3, PO.5	Remember, Understand,
CO5	Examine general and life insurance services provided by Indian banks.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Evolution of Banking:** Origin of World Banking; Meaning, Definition & functions of a bank, Evolution of Banking in India; Indian banking system structure and organization of bank, banking regulation Act. 1949. **(6 hours)**
- **UNIT II- Types of Bank in India:** Central Bank or Reserve Bank of India- Objectives, working & functions, monetary policy, credit control measures & their effectiveness; commercial banks- objectives, working & functions; regional rural banks(RRBs), cooperative banks; developmental banks. **(6 hours)**
- **UNIT III- Technology in Indian Banking:** Need & Importance of Technology in Banking; ATM, Credit Card, Debit Card, Tele-Banking, M-Banking, E-banking. **(4 hours)**
- **UNIT IV- Net Banking in Indian Banking System:** SWIFT (Society for world Wide Inter-bank Financial Tele-Communication), NEFT(National Electronic Fund Transfer) , RTGS (Real Time Gross Settlement), IFSC (Indian Financial System Code), CBS (Core Banking System), IMPS (Immediate Payment Service). **(4 hours)**
- **UNIT V- Insurance services by Indian Banks:** General Insurance & Life Insurance; Meaning, need functions & principles of general insurance; meaning, need, functions & principles of Life Insurance. **(4 hours)**

SUGGESTED READINGS:

- Santhanam, B. (2018). *"Banking & Financial System."* 3rd ed. Margham Publication.
- Shekhar, K.C. (2015). *"Banking: Theory & Practice."* 17th ed. Vikas Publication House.
- Parameswaran, R. (2017). *"Indian Banking."* 4th ed. S. Chand Limited.
- Mishra, Sukhwinder (2019). *"Banking: Law & Practice."* 2nd ed. S. Chand Limited.
- Dayal, Hargovind (2020). *"The Fundamentals of Insurance."* 1st ed. Notion Press.

MBA (Integrated) II Year	(Code- MPMBAI24-407T)		Semester-IV		
	INDIAN KNOWLEDGE SYSTEM		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: The course aims to introduce students to the rich heritage and wisdom of the Indian Knowledge System (IKS). It seeks to provide an understanding of ancient Indian philosophies, sciences, and their relevance in contemporary times. The course also explores the contributions of Indian scholars in various fields and encourages the application of traditional knowledge in modern-day practices.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the core concepts and principles of the Indian Knowledge System.	PO.1, PO.5	Remember, Understand
CO2	Analyze the contributions of ancient Indian scholars in various fields of knowledge	PO.2, PO.4	Understand, Analyze
CO3	Evaluate the relevance and application of traditional Indian knowledge in modern contexts.	PO.1, PO.2, PO.5	Analyze, Evaluate
CO4	Explore the interdisciplinary nature of the Indian Knowledge System and its impact on culture and society.	PO.1, PO.4, PO.5	Understand, Analyze
CO5	Develop insights into the integration of IKS principles in contemporary business and management practices.	PO.2, PO.3, PO.4	Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Indian Knowledge System:** Definition, scope, and significance of IKS; Overview of the Vedas, Upanishads, and other ancient texts; Philosophical foundations: Dharma, Artha, Kama, and Moksha; The concept of 'Sanatana Dharma' and its relevance; Key schools of Indian philosophy: Nyaya, Vaisheshika, Samkhya, Yoga, Mimamsa, and Vedanta. **(6 hours)**
- **UNIT II- Contributions of Indian Scholars:** Contributions of ancient Indian scholars in mathematics, astronomy, medicine, and metallurgy; Aryabhata, Bhaskaracharya, Sushruta, Charaka, and other notable scholars; The Nalanda and Takshashila universities; Traditional Indian knowledge in architecture, town planning, and engineering; Case studies of ancient Indian innovations and their impact on the world. **(6 hours)**
- **UNIT III- Indian Ethical and Social Systems:** Ethical principles in Indian tradition: The concept of 'Rita,' 'Satya,' and 'Ahimsa'; The role of family, society, and community in Indian culture; Caste system, Varna, and Ashrama; Education and Gurukul system; Traditional Indian justice system and conflict resolution mechanisms. **(4 hours)**
- **UNIT IV- Relevance of IKS in Modern Times:** The resurgence of IKS in contemporary India; Application of Ayurveda, Yoga, and other traditional practices in modern health and wellness; Indian agriculture and sustainable practices; Traditional Indian knowledge in business management, leadership, and governance; Integrating IKS principles in modern education. **(4 hours)**
- **UNIT V- Future Directions in Indian Knowledge System:** Preserving and promoting IKS in the digital age; Challenges in the integration of IKS with modern science; Government initiatives and policies supporting IKS; The role of IKS in global cultural exchange; Emerging trends and research in Indian Knowledge System. **(4 hours)**

SUGGESTED READINGS:

- Rao, S.K. (2017). *The Indian Knowledge System: Concepts and Applications*. 1st ed. Wisdom Tree, New Delhi.
- Kapoor, S. (2018). *Exploring Indian Knowledge Systems*. 1st ed. New Age International Publishers, New Delhi.
- Subramanian, N. (2016). *Indian Knowledge Systems: Relevance and Revival*. 1st ed. D.K. Printworld, New Delhi.
- Ranganathan, S. (2019). *Introduction to Indian Philosophy*. 1st ed. Penguin Random House, New Delhi.
- Nene, Y. (2018). *Vedic Knowledge for Modern Times*. 1st ed. Bharatiya Vidya Bhavan, Mumbai.

MBA (Integrated) II Year	(Code- MPMBAI24-451P)		Semester-IV		
	SEMINAR & VIVA-VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	00

Course Objectives: The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2, PO.3, PO.4
CO2	Understand ethical issues in business trends, researches and other related topics.	PO.1, PO.4, PO.5
CO3	To illustrate, assess their communication, presentation skills, and overall impression.	PO.1, PO.5
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.3, PO.5

SEMINAR & VIVA-VOCE

The seminar & viva-voce is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 5th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-501T	Corporate Accounting	3	1	0	4	30	70	100
	MPMBAI24-502T	Marketing Communications	4	0	0	4	30	70	100
	MPMBAI24-503T	Income Tax Law	4	0	0	4	30	70	100
Minor	MPMBAI24-504T	Indian Financial System	4	0	0	4	30	70	100
AEC	MPMBAI24-505T	e-Commerce	2	0	0	2	30	70	100
SEC	MPMBAI24-551P	Comprehensive Viva-Voce	0	0	2	2	30	70	100
TOTAL			17	1	2	20	180	420	600

MBA (Integrated) III Year	(Code- MPMBAI24-501T)		Semester-V		
	CORPORATE ACCOUNTING		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to provide a comprehensive understanding of corporate accounting practices, including the management of share capital, debentures, and financial statement interpretation. It also covers the consolidation of accounts and recent trends in financial reporting; ensuring students are well-versed in regulatory compliance and advanced accounting techniques.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the core corporate accounting principles and regulations.	PO.1, PO.2, PO.3, PO.5	Remember, Understand
CO2	Apply accounting procedures for share capital.	PO.1, PO.2	Remember, Understand, Apply
CO3	Apply accounting procedures for debentures.	PO.1, PO.2	Remember, Understand, Apply
CO4	Analyze and interpret financial statements.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Integrate and prepare consolidated accounts. Evaluate financial reporting practices and trends.	PO.1, PO.4	Remember, Understand, Apply, Analyze Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction to Corporate Accounting:** Definition, characteristics, kinds of a company, documents of company, management of company, meetings of a company. Records of accounts to be maintained by a company. **(8 hours)**
- **UNIT II- Accounting for Share Capital:** Shares of company- types of shares. Issue of shares; Accounting Treatment of Premium; Forfeiture and Reissue of Shares. Buy-back of Shares; Redemption of Preference Shares and Conversion; Capital Redemption Reserve, Bonus Shares. Rights Issue, Related Aspects of Company Accounts: Accounting for ESOP, ESPS, Sweat Equity Shares; and Underwriting; Book Building. **(12 hours)**
- **UNIT III- Accounting for Debentures:** Debentures- types of debentures; Accounting Treatment- Issue of debentures. Redemption of Debentures and Conversion of Debentures into Shares. Debenture Redemption Reserve, Deferred Tax, Underwriting and Debentures. **(10 hours)**
- **UNIT IV- Financial Statements, Introduction to Amalgamation:** Preparation and Presentation of Financial Statements- Final Account; Quarterly, Half yearly and Annual Financial Statement pursuant to Listing Regulations; Various disclosures under the Companies Act, 2013. Amalgamation: Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding intercompany holdings). **(10 hours)**
- **UNIT V- Consolidation of Accounts as per Companies Act, 2013:** Holding Company, Subsidiary Companies, Associate Companies and Joint Venture; Accounting Treatment and disclosures. Corporate Financial Reporting: Requirements of Corporate Reporting; Recent trends in Financial Reporting. **(8 hours)**

SUGGESTED READINGS

- D. K. Bhatia (2021), *Corporate Accounting*
- Horngren, C. T., Sundem, G. L., & Elliott, J. A. (2019). *Introduction to financial accounting*. 11th ed. Pearson Education.
- Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2020). *Financial accounting*. 11th ed. Wiley.
- Harrison, W. T., & Horngren, C. T. (2017). *Financial accounting*. 10th ed. Pearson Education.
- Deegan, C. (2019). *Financial accounting theory*. 5th ed. McGraw-Hill Education.
- Stickney, C. P., Brown, P., & Wahlen, J. M. (2019). *Financial reporting and analysis*. 12th ed. Cengage Learning.
- Miller, J. L., & Schaefer, R. (2021). *Corporate financial reporting and analysis*. 2nd ed. Routledge.
- Samuels, J. M., & Olsson, R. A. (2018). *Advanced financial accounting*. 2nd ed. Pearson Education.
- Averkamp, H. A. (2020). *Financial accounting: A complete guide*. 1st ed. Create Space Independent Publishing.
- Zhang, Z. (2019). *Corporate financial management*. 1st ed. Routledge.

MBA (Integrated) III Year	(Code- MPMBAI24-502T)		Semester-V		
	MARKETING COMMUNICATIONS		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to provide a comprehensive understanding of marketing communication concepts, including models, processes, and the communication mix, to effectively plan and implement marketing strategies. It will also focus on managing the marketing communication process, developing advertising and media plans, and addressing broader issues such as sales promotions, public relations, and global communication, with an emphasis on integrating ethical and legal considerations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Recall basic facts, terms, and concepts of marketing communications.	PO.1	Remember
CO2	Comprehend and explain ideas or concepts. It involves interpreting, exemplifying, and summarizing information.	PO.1, PO.2, PO.3	Remember, Understand
CO3	Apply the learned material in new and concrete situations. It involves implementing and executing procedures or methods.	PO.1,PO.2, PO.3	Remember, Understand, Apply
CO4	Understand media planning, and apply creative formats to different media channels, including traditional and contemporary platforms.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO5	Gain awareness of global, legal, and ethical issues in marketing communication.	PO.1, PO.2, PO.3, PO4, PO.5	Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process. **(10 Hours)**
- **UNIT II- Managing the Marketing Communication Process:** Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources. **(10 Hours)**
- **UNIT III- Advertising:** Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis. **(8 Hours)**
- **UNIT IV- Media Planning:** media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising. **(10 Hours)**
- **UNIT V- Wider Issues and Dimensions:** Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication. **(10 Hours)**

SUGGESTED READINGS

- Belch, G. E., & Belch, M. A. (2020). *Advertising and Promotion* (11th ed.). Tata McGraw Hill.
- Moriarty, S., & Wells, W. (2015). *Advertising and IMC: Principles and Practice* (11th ed.). Pearson Education.
- Jethwaney, J., & Jain, S. (2016). *Advertising Management* (2nd ed.). Oxford University Press.
- Clow, K. E. (2020). *Integrated Advertising, Promotion, and Marketing Communications* (8th ed.). Pearson Education.

MBA (Integrated) III Year	(Code- MPMBAI24-503T)		Semester-V		
	INCOME TAX LAW		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a comprehensive understanding of the Income Tax Law in India. It covers the various provisions related to income tax, the assessment procedures, and the responsibilities of taxpayers. The course also seeks to equip students with the skills to compute taxable income, understand tax planning, and stay informed about recent amendments in tax laws.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the basic concepts and provisions of Income Tax Law in India.	PO.1, PO.3	Remember, Understand
CO2	Learn tax planning and management strategies, develop skills in tax planning, tax avoidance, and tax evasion.	PO.1, PO.5	Remember, Understand, Apply
CO3	Learn to compute taxable income from various heads such as salaries, house property including deductions and valuation.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Analyze income from Business, Profession, Capital Gains, and Other Sources	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Learn to compute total income with deductions and understand recent amendments, along with the role of technology in tax compliance.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Income Tax Law:** Overview of the Income Tax Act, 1961; Basic concepts and definitions: Income, Agricultural income, Assesse, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential status and its impact on tax liability; Incomes exempt from tax; Important amendments and updates in Income Tax Law. **(8 hours)**
- **UNIT II- Tax Planning and Tax Management:** Concept of tax planning, tax avoidance, and tax evasion; Methods of tax planning: Timing of income, selection of investments, and deductions; Tax planning for individuals, HUFs, and companies; Tax incentives for savings and investments; Filing of returns, assessment procedures, and penalties under the Income Tax Act. **(10 hours)**
- **UNIT III- Heads of Income (Income from Salaries & House Property):** Income from Salaries: Definition, allowances, perquisites, and their valuation; computation of taxable income from Salary. Income from House Property: Deductions, Annual Value and computation of taxable income from house property. **(10 hours)**
- **UNIT IV- Heads of Income (Income from Business & Profession, Capital Gains, Other Sources):** Income from Business or Profession: Deductions, permissible expenses, taxable profits & non-taxable profits; Capital Gains: Short-term and long-term capital gains, exemptions, and computation; Income from Other Sources: Interest, dividends, winnings, and other miscellaneous incomes. **(10 hours)**
- **UNIT V- Computation of Total Income and Tax Liability:** Aggregation of income and set-off or carry forward of losses; Deductions under Chapter VI-A (Sections 80C to 80U); Computation of total income and tax liability of HUFs, and companies; Rebate and relief under Income Tax Law; Advance tax and tax deduction at source (TDS). Practical issues in the computation of taxable income and tax liability. Recent amendments in Income Tax Law and their implications; Role of technology in tax compliance and management. **(10 hours)**

SUGGESTED READINGS:

- Singhanian, V.K., and Singhanian, M. (2023). *Students' Guide to Income Tax*. 64th ed. Taxmann Publications, New Delhi.
- Ahuja, G., and Gupta, R. (2023). *Simplified Approach to Income Tax*. 28th ed. Bharat Law House, New Delhi.
- Mehrotra, H.C., and Goyal, S.P. (2023). *Income Tax Law and Accounts*. 62nd ed. Sahitya Bhawan Publications, Agra.
- Lal, B.B., and Vashisht, N. (2023). *Direct Taxes: Law and Practice*. 36th ed. Pearson Education, New Delhi.
- Datey, V.S. (2023). *Tax Planning and Management*. 22nd ed. Taxmann Publications, New Delhi

MBA (Integrated) III Year	(Code- MPMBAI24-504T)		Semester-V		
	INDIAN FINANCIAL SYSTEM		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a thorough understanding of the Indian financial system, including its structure, components, and functioning. It focuses on the financial markets, institutions, instruments, and services that constitute the system. The course also covers regulatory frameworks, the role of financial intermediaries, and the impact of recent developments on the Indian financial sector.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the structure and functioning of the Indian financial system.	PO.1,PO.3	Remember, Understand
CO2	Understand the role and functions of financial institutions in the Indian economy.	PO.1,PO.3	Remember, Understand
CO3	Understand the role of various financial markets & instruments and services offered in the financial market.	PO.1,PO.3, PO.5	Remember, Understand
CO4	Learn about the financial services offered in a financial market and by a financial institution.	PO.1, PO.2, PO.5	Remember, Understand
CO5	Understand the role of financial regulators in the financial market.	PO.1, PO.3, PO.4, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Introduction to Indian Financial System:** Overview of the Indian financial system: Structure, components, and functions; Role of the financial system in economic development; Financial intermediaries: Banks and non-banking financial companies (NBFCs); Overview of financial markets: Money market and capital market; Evolution of the Indian financial system. **(10 hours)**
- **UNIT II- Financial Institutions:** Commercial banks Role, functions, and importance; Development banks: Functions and contributions to economic development; Insurance companies: Life and non-life insurance; Mutual funds: Types, functioning, and regulations; Role of the Reserve Bank of India (RBI) and other regulatory bodies. **(10 hours)**
- **UNIT III- Financial Markets and Instruments:** Money market; Instruments, participants, and operations; Capital market; Primary and secondary markets, instruments, and market participants; Commodity market: instruments and participants; Derivatives market: Futures, options, and swaps. Stock exchanges: Structure, functioning, and regulations. **(10 hours)**
- **UNIT IV- Financial Services:** Overview of financial services: Types and significance; Merchant banking: Functions and operations; Credit rating agencies: Role, functioning, and importance; Venture capital and private equity: Concepts and processes; Leasing: Mechanisms and regulations. **(10 hours)**
- **UNIT V- Regulatory Framework and Recent Developments:** Regulatory framework governing the Indian financial system: Role of RBI, SEBI, IRDAI, and PFRDA; Financial sector reforms: Objectives and impact; Recent developments in the Indian financial system: Digitalization, fintech, and financial inclusion; Challenges and opportunities in the Indian financial sector; Case studies on regulatory interventions and their outcomes. **(8 hours)**

SUGGESTED READINGS:

- Pathak, B.V. (2018). *The Indian Financial System: Markets, Institutions, and Services*. 5th ed. Pearson Education, New Delhi.
- Khan, M.Y. (2021). *Indian Financial System*. 11th ed. McGraw Hill Education, New Delhi.
- Bhole, L.M., and Mahakud, J. (2017). *Financial Institutions and Markets: Structure, Growth, and Innovations*. 6th ed. Tata McGraw Hill, New Delhi.
- Gurusamy, S. (2019). *Indian Financial System*. 4th ed. Tata McGraw Hill, New Delhi.
- Singh, Y.P., and Shukla, R.K. (2020). *Indian Financial System and Financial Market Operations*. 1st ed. Vikas Publishing House, New Delhi.

MBA (Integrated) III Year	(Code- MPMBAI24-505T)		Semester-V		
	e-COMMERCE		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: The course aims to provide students with an understanding of the principles and practices of e-commerce. It covers the technological infrastructure, business models, strategies, and legal aspects of conducting business online. The course also aims to equip students with the skills to design, manage, and evaluate e-commerce platforms and understand the implications of e-commerce on businesses and consumers.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of e-commerce and its significance in the modern business environment.	PO.1, PO.3	Remember, Understand
CO2	Analyze different e-commerce business models and strategies.	PO.1,PO.2, PO.4	Remember, Understand, Apply, Analyze
CO3	Analyze the technological infrastructure required for e-commerce operations.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Explore the legal, ethical, and security issues related to e-commerce.	PO.1,PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Develop strategies for implementing and managing e-commerce platforms.	PO.2,PO.3, PO.4	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to e-Commerce:** Definition, scope, and significance of e-commerce; Evolution of e-commerce; e-commerce vs. traditional commerce; Business applications of e-commerce; e-commerce in India: Growth and challenges; Components of e-commerce: e-markets, e-business models, and e-consumers. **(4 hours)**
- **UNIT II- e-Commerce Business Models and Strategies:** Overview of e-commerce business models: B2B, B2C, C2C, C2B, B2G, G2B, and G2C; e-commerce strategies: Revenue models, value propositions, and customer relationship management; Case studies on successful e-commerce businesses; Strategies for e-commerce startups; Trends in e-commerce business models. **(6 hours)**
- **UNIT III- Technological Infrastructure for e-Commerce:** e-commerce technology architecture: Client-server technology, web servers, and application servers; e-commerce platforms: Open-source vs. proprietary software; Payment gateways: Functions and security considerations; e-commerce security: Encryption, digital certificates, and firewalls; Mobile commerce and its infrastructure. **(6 hours)**
- **UNIT IV- Legal and Ethical Issues in e-Commerce:** Overview of cyber laws in India; Intellectual property rights (IPR) in e-commerce; Privacy and data protection issues; Consumer protection in e-commerce; Ethical issues: Online fraud, phishing, and spam; Case studies on legal disputes in e-commerce. **(4 hours)**
- **UNIT V- e-Commerce Implementation and Management:** Steps in setting up an e-commerce business: Planning, development, and deployment; e-commerce project management: Tools and techniques; Managing online transactions: Inventory management, order processing, and logistics; e-commerce marketing strategies: SEO, SEM, and social media marketing; Future trends in e-commerce: AI, blockchain, and big data. **(4 hours)**

SUGGESTED READINGS:

- Chaffey, D. (2019). *Digital Business and E-Commerce Management: Strategy, Implementation, and Practice*. 7th ed. Pearson Education, London.
- Turban, E., King, D., Lee, J.K., Liang, T.P., and Turban, D.C. (2020). *Electronic Commerce 2020: A Managerial and Social Networks Perspective*. 9th ed. Springer, Cham.
- Dave Chaffey, Fiona Ellis-Chadwick (2019). *Digital Marketing: Strategy, Implementation and Practice*. 7th ed. Pearson Education, London.
- Joseph, P.T. (2015). *E-Commerce: An Indian Perspective*. 5th ed. PHI Learning, New Delhi.
- Kalakota, R., and Whinston, A.B. (1997). *Electronic Commerce: A Manager's Guide*. 1st ed. Pearson Education, New Delhi.
- Rayport, J.F., and Jaworski, B.J. (2004). *Introduction to E-Commerce*. 2nd ed. McGraw Hill Education, New Delhi.

MBA (Integrated) III Year	(Code- MPMBAI24-551P)		Semester-V		
	COMPREHENSIVE VIVA-VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	00

Course Objectives: The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2, PO.3
CO2	Understand ethical issues in business trends, researches and other related topics.	PO.3, PO.5
CO3	To illustrate, assess their communication, presentation skills, and overall impression.	PO.2, PO.5
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.2, PO.3, PO.5

COMPREHENSIVE VIVA-VOCE

The comprehensive viva-voce is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10-15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 6th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-601T	Cost Accounting	3	1	0	4	30	70	100
	MPMBAI24-602T	Project Management	4	0	0	4	30	70	100
	MPMBAI24-603T	Legal Aspect of Business	4	0	0	4	30	70	100
Minor	MPMBAI24-604T	Customer Relationship Management	4	0	0	4	30	70	100
AEC	MPMBAI24-605T	Communication Tools in Digital Era	2	0	0	2	30	70	100
SEC	MPMBAI24-651P	Seminar & Viva-Voce	0	0	2	2	30	70	100
TOTAL			17	1	2	20	180	420	600

MBA (Integrated) III Year	(Code- MPMBAI24-601T)		Semester-VI		
	COST ACCOUNTING		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with an in-depth understanding of cost accounting principles and techniques. It covers various methods of costing, cost control, and cost management. The course also seeks to equip students with skills to analyze cost data, prepare cost reports, and apply cost accounting for decision-making in business.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts and methods of cost accounting.	PO.1,PO.3	Remember, Understand
CO2	Analyze and apply different costing methods such as job costing, process costing, and activity-based costing.	PO.1,PO.3	Remember, Understand, Apply, Analyze
CO3	Analyze & utilize the cost control and cost reduction techniques and their impact on business performance.	PO.1,PO.3,	Remember, Understand, Apply, Analyze
CO4	Develop cost reports and make informed business decisions based on cost data.	PO.1,PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Stay updated with contemporary issues, trends and ethical issues in cost accounting.	PO.1,PO.3, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to Cost Accounting:** Definition and scope of cost accounting; Importance of cost accounting in decision-making; Cost concepts and classifications; Costing methods and techniques; Installation of cost accounting systems; Types of Costs: Fixed, Variable, Direct, Indirect, Marginal, and Opportunity Costs. Elements of Cost: Material, Labour, and Overheads Differences between cost accounting, financial accounting, and management accounting. **(10 hours)**
- **UNIT II- Costing Methods and Techniques:** Job costing: Procedure and accounting; Process costing: Characteristics, process accounts; Contract costing: Accounting procedures and reporting; Batch Costing: Concept, Calculation of Batch Costs; Activity-Based Costing (ABC): Concept, allocation of overheads, and comparison with traditional costing methods. **(10 hours)**
- **UNIT III- Elements of Cost:** Overheads Classification, allocation, Apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, Packing expenses, Bad debts, Research and development expenses; Activity based cost allocation. **(10 hours)**
- **UNIT IV- Cost Reporting:** Preparation of cost sheets and reconciliation of cost and financial accounts, Integral and non-integral systems; Costing reports for management: Types, formats, and interpretation; Role of cost accounting in business strategy formulation. **(10 hours)**
- **UNIT V- Contemporary Issues and Developments in Cost Accounting:** Emerging trends in cost accounting: Environmental accounting, life-cycle costing, and target costing; Impact of technology on cost accounting practices; Case studies on contemporary cost management practices; Ethical issues in cost accounting and reporting. **(8 hours)**

SUGGESTED READINGS:

- Horngren, C.T., Datar, S.M., and Rajan, M.V. (2023). *Cost Accounting: A Managerial Emphasis*. 17th ed. Pearson Education, New Delhi.
- Bhattacharyya, A.K. (2023). *Principles and Practice of Cost Accounting*. 6th ed. Prentice Hall India, New Delhi.
- Arora, M.N. (2023). *Cost Accounting: Principles and Practice*. 14th ed. Vikas Publishing House, New Delhi.
- Jain, S.P., and Narang, K.L. (2023). *Cost Accounting*. 30th ed. Kalyani Publishers, Ludhiana.
- Maheshwari, S.N., and Mittal, S.N. (2023). *Cost Accounting: Theory and Problems*. 31st ed. Shree Mahavir Book Depot, New Delhi.

MBA (Integrated) III Year	(Code- MPMBAI24-602T)		Semester-VI		
	PROJECT MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a thorough understanding of the principles and practices of project management. It covers the entire project lifecycle, from initiation to closure, and emphasizes key areas such as planning, execution, monitoring, and risk management. The course also seeks to develop students' ability to manage projects effectively and efficiently within the constraints of time, cost, and quality.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts and framework of project management.	PO.1, PO3	Remember, Understand
CO2	Apply project planning tools and techniques to develop comprehensive project plans.	PO.1, PO3	Remember, Understand, Apply
CO3	Evaluate project risks and develop strategies for risk management.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO4	Manage project execution, monitoring, and control to ensure project success.	PO.1, PO.4, PO.5	Remember, Understand, Apply
CO5	Stay updated with recent trends and developments in project management practices.	PO.2, PO.3, PO.4	Remember, Understand, Apply,

DETAILED SYLLABUS:

- **UNIT I- Introduction to Project Management:** Definition, characteristics, and importance of projects; Project lifecycle and phases; Project management processes; Project constraints and trade-offs; Role of a project manager; Project management in different sectors: IT, construction, manufacturing, and services. **(10 hours)**
- **UNIT II- Project Planning and Scheduling:** Project scope management: Defining and managing project scope; Work Breakdown Structure (WBS); Project time management: Activity sequencing, duration estimation, and critical path method (CPM); Gantt charts and PERT analysis; Resource allocation and leveling; Project cost estimation and budgeting. **(10 hours)**
- **UNIT III- Project Risk Management:** Understanding project risks: Types of risks and risk factors; Risk identification techniques; Qualitative and quantitative risk analysis; Risk response strategies: Avoidance, mitigation, transfer, and acceptance; Contingency planning and risk monitoring; Case studies on risk management in projects. **(10 hours)**
- **UNIT IV- Project Execution, Monitoring, and Control:** Project execution: Managing teams, communication, and stakeholder engagement; Monitoring project progress: Key performance indicators (KPIs) and earned value management (EVM); Project control techniques: Schedule and cost control; Change management in projects; Project closure: Final deliverables, lessons learned, and project documentation. **(10 hours)**
- **UNIT V- Contemporary Issues and Trends in Project Management:** Agile project management: Principles, practices, and applications; Use of project management software tools (e.g., MS Project, Primavera); Sustainability in project management; Managing virtual and remote teams; Trends in global project management; Case studies on contemporary project management practices. **(8 hours)**

SUGGESTED READINGS:

- Kerzner, H. (2023). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*. 14th ed. Wiley, New York.
- PMI. (2023). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 7th ed. Project Management Institute, Pennsylvania.
- Lock, D. (2023). *Project Management*. 10th ed. Routledge, London.
- Gray, C.F., and Larson, E.W. (2023). *Project Management: The Managerial Process*. 8th ed. McGraw Hill Education, New Delhi.
- Gido, J., and Clements, J.P. (2023). *Successful Project Management*. 8th ed. Cengage Learning, Boston.

MBA (Integrated) III Year	(Code- MPMBAI24-603T)		Semester-VI		
	LEGAL ASPECT OF BUSINESS		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a comprehensive understanding of the legal framework within which businesses operate. It covers various laws related to contracts, companies, and other aspects of business. The course seeks to equip students with the knowledge to identify legal issues, understand their implications, and apply legal principles in business decisions.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental principles of business law and its relevance to business operations.	PO.1, PO.3	Remember, Understand
CO2	Analyze legal issues related to contracts, companies, and other business entities.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Analyze the implications of business laws on various business activities.	PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Apply legal principles to ensure compliance with laws and regulations in business.	PO.1, PO.4, PO.5	Remember, Understand, Apply
CO5	Stay informed about recent developments in business law and its impact on business practices.	PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to Business Law:** Overview of business law: Definition, nature, and scope; Sources of business law: Constitutional law, statutory law, and common law; Law of contract: Essentials of a valid contract, types of contracts, offer and acceptance, consideration, and capacity to contract; Discharge of contract: Performance, breach, and remedies; Special contracts: Indemnity, guarantee, bailment, pledge, and agency. (10 hours)
- **UNIT II- Company Law:** Introduction to company law; Types of companies, formation, and registration; Memorandum and Articles of Association: Contents and significance; Prospectus and share capital; Company management: Board of directors, powers, duties, and liabilities; Meetings and resolutions; Winding up of companies: Modes and procedures. (10 hours)
- **UNIT III- Law of Sale of Goods and Partnership:** Law of Sale of Goods: Contract of sale, conditions and warranties, transfer of property, and rights of an unpaid seller; Law of Partnership: Definition and nature, rights and duties of partners, types of partnerships, and dissolution of partnership firms; Limited Liability Partnership (LLP): Formation, rights, and obligations of partners in an LLP. (10 hours)
- **UNIT IV- Law of Negotiable Instruments and Consumer Protection:** Negotiable Instruments Act: Definition, characteristics, and types of negotiable instruments (promissory notes, bills of exchange, cheques); Endorsement, negotiation, and discharge of negotiable instruments; Consumer Protection Act: Rights of consumers, consumer disputes redressal forums, and penalties; E-commerce and consumer protection. (10 hours)
- **UNIT V- Contemporary Issues and Recent Developments in Business Law:** Corporate governance and ethics; Intellectual Property Rights (IPR): Patents, trademarks, copyrights, and designs; Competition Law: Anti-competitive agreements, abuse of dominance, and mergers; Insolvency and Bankruptcy Code (IBC); Environmental laws affecting business; Recent judicial pronouncements impacting business practices. (8 hours)

SUGGESTED READINGS:

- Kapoor, N.D. (2023). *Elements of Mercantile Law*. 38th ed. Sultan Chand & Sons, New Delhi.
- Kuchhal, M.C., and Kuchhal, V. (2023). *Business Law*. 8th ed. Vikas Publishing House, New Delhi.
- Singh, A. (2023). *Company Law*. 19th ed. Eastern Book Company, Lucknow.
- Gulshan, S.S., and Kapoor, G.K. (2023). *Business Law Including Company Law*. 25th ed. New Age International Publishers, New Delhi.
- Pillai, R.S.N., and Bagavathi, V. (2023). *Legal Aspects of Business*. 7th ed. S. Chand & Company Ltd., New Delhi.

MBA (Integrated) III Year	(Code- MPMBAI24-604T)		Semester-VI		
	CUSTOMER RELATIONSHIP MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with an in-depth understanding of Customer Relationship Management (CRM) and its significance in modern business. It covers various aspects of building, managing, and enhancing customer relationships, using technology to analyze customer data, and implementing CRM strategies to improve customer loyalty and business performance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the core concepts and principles of CRM.	PO.1, PO.3	Remember, Understand
CO2	Analyze customer data and use CRM tools to enhance customer relationships.	PO.2, PO.4	Remember, Understand, Apply, Analyze
CO3	Review the effectiveness of different CRM strategies in various business contexts.	PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Develop and implement CRM strategies to improve customer satisfaction and loyalty.	PO.1, PO.2 PO.3, PO.5	Remember, Understand, Apply
CO5	Stay updated with the latest trends and technologies in CRM.	PO.2, PO.3, PO.4	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to Customer Relationship Management (CRM):** Definition and evolution of CRM; Importance of CRM in business; Theoretical foundations of CRM: Relationship marketing and customer lifecycle; Types of CRM: Operational, Analytical, and Collaborative CRM; Components of CRM: People, process, and technology; CRM metrics: Customer acquisition, retention, and profitability. **(10 hours)**
- **UNIT II- CRM Strategy and Implementation:** Developing a CRM strategy: Objectives, customer segmentation, and targeting; CRM implementation process: Planning, selection of CRM software, and integration with existing systems; Organizational alignment for CRM: Leadership, culture, and change management; CRM success factors and challenges; Case studies of successful CRM implementations. **(10 hours)**
- **UNIT III- Technology and Tools for CRM:** CRM software; Features and functionalities of popular CRM tools (e.g., Sales force, Zoho CRM, Hub Spot); Data management in CRM: Customer databases, data warehousing, and data mining; Role of Big Data and AI in CRM: Predictive analytics and customer insights; Social CRM: Leveraging social media for customer engagement; Mobile CRM: Applications and benefits. **(10 hours)**
- **UNIT IV- CRM in Different Business Sectors:** CRM in B2C and B2B markets; Key differences and approaches; CRM in service industries: Financial services, hospitality, and healthcare; CRM in retail: Customer loyalty programs, personalized marketing, and Omni channel strategies; CRM in digital marketing: Email marketing, content personalization, and customer journey mapping; Ethical and legal issues in CRM. **(10 hours)**
- **UNIT V- Emerging Trends and Future Directions in CRM:** The role of customer experience (CX) in CRM; Customer-centric business models; The impact of IoT on CRM: Connected devices and personalized experiences; The future of CRM: AI-driven CRM, block chain, and the role of customer data platforms (CDPs); Case studies on innovative CRM practices and their impact on business outcomes. **(8 hours)**

SUGGESTED READINGS:

- Buttle, F., and Maklan, S. (2023). *Customer Relationship Management: Concepts and Technologies*. 4th ed. Routledge, New York.
- Peppers, D., and Rogers, M. (2023). *Managing Customer Relationships: A Strategic Framework*. 4th ed. John Wiley & Sons, Hoboken.
- Greenberg, P. (2023). *CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers*. 5th ed. McGraw-Hill Education, New York.
- Kumar, V., and Reinartz, W. (2023). *Customer Relationship Management: Concept, Strategy, and Tools*. 3rd ed. Springer, Berlin.
- Sharma, S. (2023). *Customer Relationship Management: Concepts and Applications*. 3rd ed. Sage Publications, New Delhi.

MBA (Integrated) III Year	(Code- MPMBAI24-605T)		Semester-VI		
	COMMUNICATION TOOLS IN DIGITAL ERA		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course aims to provide students with an understanding of the key communication tools and strategies in the digital era. It covers the evolution of digital communication, the use of various digital platforms, and the impact of digital tools on business communication. The course also seeks to equip students with the skills to effectively utilize digital communication tools in professional settings.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of digital communication and its significance in the modern business environment.	PO.1, PO.3	Remember, Understand
CO2	Analyze the effectiveness of different digital communication tools for various business purposes.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze
CO3	Assess the role of social media and other digital platforms in shaping business communication strategies.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Develop and implement communication strategies using digital tools to enhance business outcomes.	PO.1, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to Digital Communication:** Evolution of communication tools from traditional to digital; The importance of digital communication in the business context; Key characteristics of digital communication; Overview of various digital communication channels: Email, social media, instant messaging, and video conferencing; The role of digital communication in enhancing business efficiency. **(6 hours)**
- **UNIT II- Social Media as a Communication Tool:** Understanding social media platforms: Facebook, Twitter, LinkedIn, Instagram, and YouTube; Social media communication strategies for businesses; The impact of social media on brand communication; Tools for managing and analyzing social media communication; Ethical considerations in social media communication. **(6 hours)**
- **UNIT III- Digital Marketing Communication Tools:** Overview of digital marketing tools: Email marketing, content marketing, SEO, and PPC; The role of digital tools in customer engagement and retention; The integration of communication tools in digital marketing strategies; Measuring the effectiveness of digital communication campaigns; Case studies of successful digital marketing communication strategies. **(6 hours)**
- **UNIT IV- Emerging Communication Tools in the Digital Era:** The impact of AI and chatbots on digital communication; The rise of video conferencing tools: Zoom, Microsoft Teams, Google Meet, and others; The role of mobile apps in business communication; Understanding the importance of data security in digital communication; Future trends in digital communication tools. **(6 hours)**

SUGGESTED READINGS:

- Barker, M., Barker, D.I., Bormann, N.F., and Neher, K.E. (2023). *Social Media Marketing: A Strategic Approach*. 3rd ed. Cengage Learning, Boston.
- Chaffey, D., and Ellis-Chadwick, F. (2023). *Digital Marketing: Strategy, Implementation and Practice*. 8th ed. Pearson, Harlow.
- Scott, D.M. (2023). *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*. 7th ed. Wiley, Hoboken.
- Solis, B. (2023). *Engage!: The Complete Guide for Brands and Businesses to Build, Cultivate, and Measure Success in the New Web*. 2nd ed. Wiley, Hoboken.
- Ryan, D., and Jones, C. (2023). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. 5th ed. Kogan Page, London.

MBA (Integrated) III Year	(Code- MPMBAI24-651P)		Semester-VI		
	SEMINAR & VIVA VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30	70	100	02	00

Course Objectives: The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	Course Outcomes:	Mapped Program Outcomes
CO1	Match communication skills with the ability to effectively communicate with working professionals.	PO.1, PO.2, PO.3
CO2	Analyze ethical problems with business trends, studies, and associated subjects, such as those that come up in the corporate sector.	PO.1, PO.2, PO.3, PO.5
CO3	To evaluate their communication, presentation skills, and overall impression effectively.	PO.1, PO.2, PO.3
CO4	Associate university study with professional scenario, lifelong learning, and societal/professional responsibility.	PO.1, PO.2, PO.5

SEMINAR & VIVA-VOCE

The seminar is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 7th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-701T	Financial Management	3	1	0	4	30	70	100
	MPMBAI24-702T	Marketing Management	4	0	0	4	30	70	100
	MPMBAI24-703T	Quantitative Techniques for Managers	3	1	0	4	30	70	100
Minor	MPMBAI24-704T	Human Resource Management	4	0	0	4	30	70	100
VAC	MPMBAI24-705T	Indian Constitution	2	0	0	2	30	70	100
SEC	MPMBAI24-751P	Comprehensive Viva-voce	0	0	2	2	30	70	100
TOTAL			16	2	2	20	180	420	600

MBA (Integrated) IV Year	(Code- MPMBAI24-701T)		Semester-VII		
	FINANCIAL MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to equip students with an understanding of the principles and practices of financial management. It focuses on the decision-making processes of financial managers and the tools they use to ensure the growth and financial health of organizations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the financial manager's role in the firm's growth by considering the agency relationship.	PO.1, PO.2, PO.5	Remember, Understand
CO2	Evaluate capital structure and apply theories along with an understanding of the factors influencing capital structure decisions.	PO.1, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO3	Analyze and make sound investment decisions using various capital budgeting techniques.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Understand the concepts, factors, and techniques involved in working capital management.	PO.1, PO.3	Remember, Understand
CO5	Develop the ability to assess dividend policies and decisions, understand the impact of dividend theories on firm value.	PO.1, PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I - Introduction to Financial Management:** Definition, Nature, Scope, and Objectives of Financial Management; Financial Management and its Relationship with Other Business Functions; The Role of the Financial Manager; Time Value of Money; Risk and Return Trade-off; Agency Problem. **(8 hours)**
- **UNIT II – Capital Structure:** Capital Structure: Meaning, Factors Determining Capital Structure; Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure. Numerical. **(10 hours)**
- **UNIT II - Capital Budgeting and Investment Decisions:** Capital Budgeting, Importance, Process, and Techniques; Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index, and Discounted Cash Flow (DCF) Techniques; Risk Analysis in Capital Budgeting; Capital Rationing. **(10 hours)**
- **UNIT IV - Working Capital Management:** Concepts of Working Capital; Factors Affecting Working Capital Requirements, Working Capital Financing: Sources of Short-Term Finance. Working Capital cycle, estimation of working capital needs. Numerical. **(10 hours)**
- **UNIT V - Dividend Decisions & Policy:** Meaning, Types of Dividends; Stock Splits and Bonus Shares; Corporate Restructuring. Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy. Numerical. **(10 hours)**

SUGGESTED READINGS:

- Srivastava, R.M., & Misra, Anil. (2019). *Financial Management*. 6th ed. Oxford University Press.
- Van Horne, James C., & Wachowicz, John M. (2019). *Fundamentals of Financial Management*. 14th ed. Pearson Education.
- Chandra, Prasanna. (2020). *Financial Management: Theory and Practice*. 10th ed. McGraw Hill.
- Brealey, Richard A., Myers, Stewart C., & Allen, Franklin. (2020). *Principles of Corporate Finance*. 13th ed. McGraw Hill.
- Ross, Stephen A., Westerfield, Randolph W., & Jaffe, Jeffrey. (2021). *Corporate Finance*. 12th ed. McGraw Hill.

MBA (Integrated) IV Year	(Code- MPMBAI24-702T)		Semester-VII		
	MARKETING MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objective: The course aims to provide students with a comprehensive understanding of marketing concepts, strategies, and practices. It focuses on the role of marketing in the modern business environment, emphasizing the development, implementation, and control of marketing strategies to meet organizational objectives.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand and apply the core concepts and principles of marketing management.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Assess market trends and consumer behavior to make informed marketing decisions.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze,
CO3	Develop and evaluate marketing strategies for different market segments.	PO.1, PO.3, PO.4, PO.5	Apply, Analyze, Evaluate
CO4	Utilize digital marketing tools and techniques to enhance marketing effectiveness.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Demonstrate the ability to manage and lead marketing campaigns in various industries.	PO.1, PO.2, PO.3, PO.4	Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I - Introduction to Marketing:** Definition, Scope, and Importance of Marketing; Core Marketing Concepts; Marketing Philosophies; Marketing Management Process; Understanding the Marketing Environment - Micro and Macro Environment; Marketing Challenges in the 21st Century. **(10 hours)**
- **UNIT II - Consumer Behavior and Market Segmentation:** Understanding Consumer Behavior: Factors Influencing Consumer Behavior; The Consumer Decision-Making Process; Organizational Buying Behavior; Market Segmentation: Bases for Segmenting Consumer Markets and Business Markets; Targeting Strategies; Positioning: Concept and Process. **(10 hours)**
- **UNIT III - Product and Pricing Strategies:** Product Classification, Product Levels, Product Life Cycle, New Product Development, Branding, Packaging, and Labeling Decisions; Pricing: Objectives, Factors Affecting Pricing, Pricing Strategies, and Approaches; Pricing Methods. **(10 hours)**
- **UNIT IV - Distribution and Promotion Strategies:** Channels of Distribution: Role and Types of Distribution Channels, Factors Affecting Choice of Distribution Channel; Designing Marketing Channels; Retailing and Wholesaling; Promotion Mix: Advertising, Sales Promotion, Public Relations, Personal Selling and Direct Marketing; Integrated Marketing Communication (IMC). **(10 hours)**
- **UNIT V - Marketing Research and Emerging Trends in Marketing:** Marketing Research: Role and Process, Data Collection Methods, Sampling Techniques, Data Analysis, and Interpretation; Digital Marketing, Social Media Marketing, Green Marketing, Relationship Marketing, and Ethical Issues in Marketing. **(8 hours)**

SUGGESTED READINGS:

- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Indian context* (6th ed.). McGraw-Hill Education.
- Chandrasekar, K. S. (2020). *Marketing management: Text and cases* (5th ed.). Tata McGraw-Hill Education.
- Kotler, P., Keller, K. L., Goodman, M., & Brady, M. (2020). *Marketing management* (16th ed.). Pearson Education.
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2020). *MKTG* (12th ed.). Cengage Learning.
- Kotler, P., & Armstrong, G. (2022). *Principles of marketing* (18th ed.). Pearson.

MBA (Integrated) IV Year	(Code- MPMBAI24-703T)		Semester-VII		
	QUANTITATIVE TECHNIQUES FOR MANAGERS		L-3, T-1, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to equip students with quantitative techniques essential for managerial decision-making. It covers a wide range of methods used in the analysis of complex business problems, enabling students to apply these techniques in real-world situations for optimal decision-making.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts of quantitative techniques and their role in managerial decision-making.	PO.1, PO.3	Remember, Understand
CO2	Develop the ability to present data using various graphical methods and calculate central tendencies to analyze business data.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO3	Apply the concepts of dispersion and variability to assess data distribution.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Understand the relation of data through correlation & regression and draw conclusions from the tests.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Understand probability theory and be able to work with different probability distributions, applying them to real-world scenarios.	PO.1, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I - Introduction to Quantitative Techniques:** Definition, Importance, and Scope of Quantitative Techniques in Management; Types of Quantitative Techniques, limitations in it. Classification and Tabulation of Data, Presentation of Data, Graphical Presentation of Data by Frequency Curve, Histogram. **(8 hours)**
- **UNIT II - Measures of Central Tendency:** Mean Arithmetic (simple & weighted), Geometric & Harmonic-Merits & Demerits. Median- Mode -Merits and Demerits, Median through graph (Ogive). Inter-relationship between them, Numerical. **(10 hours)**
- **UNIT III - Measure of Variation:** Measures of Dispersion; Concepts, Types: Range, Quartile Deviation, Means Absolute Deviation, Standard Deviation, Variance, Coefficient of Variation. Numerical. **(10 hours)**
- **UNIT IV – Correlation and Regression Analysis:** Karl-Pearson's Coefficient of Correlation, Spearman's Rank Correlation Coefficient, Regression, Regression Coefficients. Test of Hypothesis- t, z, f, ANOVA and chi-square test. Numerical. **(10 hours)**
- **UNIT V – Probability Distribution:** Introduction, Methods of assigning probabilities, Structure of probability. Permutation & Combination, Probability Distribution: Introduction to Binomial Model, Poisson Model and Normal Distribution. Numerical. **(10 hours)**

SUGGESTED READINGS:

- Srivastava, U. K., Shenoy, G. V., & Sharma, S. C. (2019). *Quantitative techniques for managerial decisions* (2nd ed.). New Age International.
- Hillier, Frederick S., & Lieberman, Gerald J. (2020). *Introduction to Operations Research*. 11th ed. McGraw Hill Education.
- Cochran, James J. (2020). *Quantitative Methods for Business*. 13th ed. Cengage Learning.
- Sharma, J. K. (2020). *Quantitative techniques for managerial decisions* (4th ed.). Trinity Press.
- Gupta, S. P., & Gupta, M. P. (2021). *Business statistics and quantitative techniques* (18th ed.). Sultan Chand & Sons.

MBA (Integrated) IV Year	(Code- MPMBAI24-704T)		Semester-VII		
	HUMAN RESOURCE MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to provide students with a comprehensive understanding of the principles and practices of human resource management (HRM). It covers various HR functions and strategies, focusing on the effective management of human capital in organizations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamental concepts, functions, and significance of HRM in organizations.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Apply HRM practices related to recruitment, selection, training, and development in real-world scenarios.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO3	Analyze the impact of performance management, compensation, and reward systems on employee motivation.	PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Evaluate the role of HRM in employee relations, legal compliance, and organizational development.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Develop strategies for managing HR challenges in a globalized business environment.	PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I - Introduction to Human Resource Management (HRM):** Definition, Nature, Scope, and Objectives of HRM; Evolution and Development of HRM; HRM Functions; Strategic HRM; Role of HR Manager; Challenges and Trends in HRM; HRM in a Global Environment. (10 hours)
- **UNIT II- Recruitment and Selection:** Human Resource Planning: Importance, Process, and Techniques; Job Analysis: Job Description, Job Specification; Recruitment: Sources and Methods; Selection: Process, Types of Interviews, Selection Tests, and Barriers; Induction and Orientation. (10 hours)
- **UNIT III- Training and Development:** Training: Need, Objectives, Types, and Methods; Training Process: Identification of Training Needs, Designing Training Programs, Evaluation of Training Effectiveness; Employee Development: Career Planning, Succession Planning, and Talent Management; Management Development Programs (MDPs). (10 hours)
- **UNIT IV- Performance Management and Compensation:** Performance Management: Objectives, Process, Tools, and Techniques; Performance Appraisal: Methods and Challenges; Compensation Management: Components of Compensation, Job Evaluation, Wage and Salary Administration, Incentives and Benefits, Executive Compensation; Pay for Performance. (10 hours)
- **UNIT V- Employee Relations and Legal Aspects:** Industrial Relations: Concept, Importance, and Challenges; Employee Grievance Handling and Disciplinary Procedures; Collective Bargaining; Labor Laws: An Overview of Important Labor Legislations like the Industrial Disputes Act, Factories Act, Minimum Wages Act, and the Employee Provident Fund Act; Occupational Health and Safety. (8 hours)

SUGGESTED READINGS:

- Monappa, Arun, & Saiyadain, Mirza S. (2019). *Personnel Management*. 2nd ed. Tata McGraw Hill.
- Aswathappa, K. (2019). *Human Resource Management: Text and Cases*. 8th ed. McGraw Hill Education.
- Armstrong, Michael. (2020). *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. Kogan Page.
- Dessler, Gary. (2021). *Human Resource Management*. 16th ed. Pearson Education.
- Rao, V.S.P. (2020). *Human Resource Management: Text and Cases*. 4th ed. Excel Books.
- Schuler, Randall S., & Jackson, Susan E. (2022). *Strategic Human Resource Management*. 4th ed. Wiley.

MBA (Integrated) IV Year	(Code- MPMBAI24-705T)		Semester-VII		
	INDIAN CONSTITUTION		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: To provide basic information about the Indian Constitution and gain knowledge on different dynamics of constitutional laws. To identify the role of individual and ethical responsibility towards society.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the definition & sources from which the different laws are formed.	PO.1, PO.2, PO.5	Remember, Understand
CO2	Understand the Fundamental Rights.	PO.1, PO.3, PO.5	Remember, Understand
CO3	Understand the study of the composition of Parliament.	PO.1, PO.5	Remember, Understand
CO4	Overview of principles & hierarchy of the judicial system of the country etc.	PO.1, PO.5	Remember, Understand
CO5	Know the special power of the authority and amendments.	PO.1, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- History and Philosophy of the Indian Constitution:** History, Drafting Committee of Indian Constitution, Preamble, Salient Features, Definition of State, Directive Principles of State Policy, Fundamental Duties. **(6 hours)**
- **UNIT II- Fundamental Rights:** Rights of Equality, Rights of Freedom, Rights against Exploitation, Rights to Constitutional Remedies, Rights to Freedom of Religion, Cultural and Educational Rights, Rules of Law. **(6 hours)**
- **UNIT III- Organs of Governance: I: Parliament:** Composition, Qualification and Disqualification, Powers and Functions. **(4 hours)**
- **UNIT IV- Organs of Governance: II: 1 Executive:** President, Governor, Council of Minister-- Qualification and Disqualification, Powers and Functions. **2 Judiciary:** Appointment and Transfer of Judges, Qualifications, Powers and Function. **(4 hours)**
- **UNIT V- Amendment of Indian Constitution:** Some Major Amendment, Special Power of Parliament, President and Supreme Court. **(4 hours)**

SUGGESTED READINGS:

- S.K. Arora & S. R. Sharma (2017). *"Constitutional Law of India."* 1st ed. Universal Law Publishing.
- Bakshi, P.M. (2020). *"The Constitution of India."* 18th ed. Lexis Nexis.
- Keshav Krishan (2020). *"Singhal's Constitutional Law-I."* 1st ed. Singhal Law Publications.
- Basu, D.D. (2021). *"Introduction to the Constitution of India."* 25th ed. Lexis Nexis.
- Agarwal, P.K., & Gupta, V. (2022). *"The Constitution of India Bare Act."* 1st ed. Prabhat Prakashan Pvt Ltd.

MBA (Integrated) IV Year	(Code- MPMBAI24-751P)		Semester-VII		
	COMPREHENSIVE VIVA- VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	00

Course Objectives: The course aims to raise awareness of current trends and research in related topics. Students are assigned a topic to prepare and present a seminar report, evaluated by examiners through presentations and viva-voce. This process assesses their knowledge depth, presence of mind, and identifies areas for improvement through targeted questioning and feedback.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2, PO.3, PO.4
CO2	Understand ethical issues in business trends, researches and other related topics.	PO.1, PO.4, PO.5
CO3	To illustrate, assess their communication, presentation skills, and overall impression.	PO.1, PO.5
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.2, PO.3, PO.5

COMPREHENSIVE VIVA-VOCE

The comprehensive viva-voce is scheduled on the topics related to Subject matter, Trade, Industry, Commerce, Corporate world and Corporate Affairs lasting approximately for 10- 15 minutes followed by the question answer session. The marks shall be awarded by the Expert appointed by the Dean in order to judge the understanding as well as application of the knowledge gained by the students by the end of semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in that semester and see their relevance not only in the practical field but also their inter relationship.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 8th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-801T	Research Ethics	4	0	0	4	30	70	100
	MPMBAI24-802T	Total Quality Management	4	0	0	4	30	70	100
	MPMBAI24-803T	Production & Operation Management	4	0	0	4	30	70	100
Minor	MPMBAI24-804T	Management Information System	4	0	0	4	30	70	100
VAC	MPMBAI24-805T	Entrepreneurship Development	2	0	0	2	30	70	100
SEC	MPMBAI24-851P	Seminar & Viva-voce	0	0	2	2	30	70	100
TOTAL			18	0	2	20	180	420	600

(Summer Training for 6 to 8 weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after eight Semester Examinations)

MBA (Integrated) IV Year	(Code- MPMBAI24-801T)		Semester-VIII		
	RESEARCH ETHICS		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to educate students on ethics in scientific research and publishing. It covers foundational principles, intellectual honesty, and integrity in research. Students will learn about publication ethics, including best practices, conflicts of interest, and issues related to publication misconduct and predatory journals.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand foundational ethics principles and moral judgments in scientific research and publishing.	PO.1, PO.5	Remember, Understand
CO2	Analyze and identify instances of scientific misconduct such as falsification, fabrication, plagiarism, and redundant publications.	PO.1, PO.2, PO.5	Remember, Understand Apply, Analyze
CO3	Analyse publication ethics standards and guidelines, including practices for conflict of interest management.	PO.1, PO.5	Remember, Understand Apply, Analyze
CO4	Apply knowledge of open access publishing and tools to identify predatory publications.	PO.1, PO.3, PO.5	Remember, Understand, Apply
CO5	Identify and address publication misconduct issues, including ethical violations and predatory publishing practices.	PO.1, PO.2, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Ethics: Definition, moral philosophy, nature of moral judgments and reactions. **(10 hours)**
- **UNIT II- Scientific Conduct:** Ethics with respect to science and research; Intellectual honesty and research integrity; Scientific misconducts: Falsification, Fabrication and Plagiarism (FFP); Redundant publications: duplicate and overlapping publications, salami slicing; Selective reporting and misrepresentation of data. **(10 hours)**
- **UNIT III- Publication Ethics:** Publication ethics: definition, introduction and importance; Best practices/standards setting initiatives and guidelines: COPE, WAME etc.; Conflicts of interest. **(8 hours)**
- **UNIT IV- Open Access Publishing:** Open access publications and initiatives, online resource to check publisher copyright & self-archiving policies - Software tool to identify predatory publications developed by SPPU - Journal finger / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer, Journal Suggester, etc. **(10 hours)**
- **UNIT V- Publication Misconduct:** Definition, concept, problems that lead to unethical behaviour and vice versa, types - Violation of publication ethics, authorship and contributor ship - Identification of publication misconduct, complaints and appeals- Predatory publisher and journals. . **(10 hours)**

SUGGESTED READING:

- Singh, U. P. (2016). *Research & Publication Ethics* (1st ed.). S. Chand Publication.
- Basu, D., Chakraborty, S., & Sinha, A. (2019). *Research & Publication Ethics* (1st ed.). Concept Publishing Co.
- Deshmukh, N. (2018). *Ethics in Research* (1st ed.). Himalaya Publishing House
- Maheshwari, P. K., & Sharma, K. R. (2020). *Research Methodology and Ethics in Commerce* (1st ed.). Shree Publications.

MBA (Integrated) IV Year	(Code- MPMBAI24-802T)		Semester-VIII		
	TOTAL QUALITY MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to educate students on ethics in scientific research and publishing. It covers foundational principles, intellectual honesty, and integrity in research. Students will learn about publication ethics, including best practices, conflicts of interest, and issues related to publication misconduct and predatory journals.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the principles and philosophies of TQM and the evolution of TQM.	PO.1	Remember, Understand
CO2	Identify and analyze the human aspect of TQM, including the role of quality leaders, teams, and participative management.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Develop an understanding of the TQM planning environment and quality management system.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO4	Analyze TQM practices and technologies, including policy deployment, benchmarking, and failure-mode and effect analysis.	PO.1, PO.3, PO4	Remember, Understand, Apply, Analyze
CO5	Understand the concept and need for quality standards and the process of ISO certification.	PO.1, PO.4, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Total Quality Management (TQM) Concept and Fundamentals:** Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, and Evolution of TQM. **(10 Hour)**
- **UNIT II- Human Aspect of Total Quality Management (TQM):** TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics. **(8 Hour)**
- **UNIT III- Quality Management System:** Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization. **(10 Hour)**
- **UNIT IV- Total Quality Management (TQM) Practices:** TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross- Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing. **(10 Hour)**
- **UNIT V- Quality Management Standards:** Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing TQM System, Post Certification. **(10 Hour)**

SUGGESTED READINGS:

- Kumar, M., & Suresh, N. (2019). *Total Quality Management: Principles and Practices*. PHI Learning.
- Evans, J. R., & Lindsay, W. M. (2020). *Managing for quality and performance excellence* (11th ed.). Cengage Learning.
- Sethi, S. P. (2021). *Quality Management: Concepts and Practices*. McGraw-Hill Education India.
- Jain, S. K. (2021). *Total Quality Management: Principles and Applications*. Cambridge University Press India.
- Rao, S. S., & Ghosh, S. (2022). *Total Quality Management in Manufacturing and Services*. Tata McGraw-Hill Education.

MBA (Integrated) IV Year	(Code- MPMBAI24-803T)		Semester-VIII		
	PRODUCTION & OPERATION MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The objective is to equip students with the tools and techniques to efficiently manage and optimize production processes, improve quality, and ensure timely delivery of goods and services.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Gain knowledge of different production systems and its relationship with other organizational systems.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Understand the functions of Production and Material Management and related concepts.	PO.1, PO.2, PO.3	Remember, Understand
CO3	Develop the skills to implement scheduling techniques and analyze work environments	PO.1, PO.3	Remember, Understand, Apply
CO4	Understand and assess the overview of Material Management.	PO.1, PO.3	Remember, Understand, Apply
CO5	Understand & apply the quality assurance techniques to meet production standards.	PO.1, PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting Production System. Facility Location, Types of Manufacturing Systems, Layout Planning and Analysis. **(10 hours)**
- **UNIT II- Production System and Related Concepts:** Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design. **(10 hours)**
- **UNIT III- Scheduling and Measuring Production Activities:** Scheduling, Maintenance Management Concepts, CPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety. **(10 hours)**
- **UNIT IV- Material and Inventory Management:** An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Store Management, Safety Management, Stocking and Distribution of Materials. Determination of Material Required, Purchase Management, Procedure for Purchasing. **(10 hours)**
- **UNIT V- Quality in Production and Operations Management:** Quality Assurance, Accepting Sampling, Statistical Quality Control, Total Quality Management, QMS and ISO Standards, Continuous improvement methodologies such as Six sigma, Lean Manufacturing, PDCA (Plan-Do-Check-Act). **(8 hours)**

SUGGESTED READINGS

- Chary, S. N. (2019). *Production and operations management: Concepts, methods, and strategy* (6th ed.). McGraw-Hill Education India.
- Heizer, J., Render, B., & Munson, C. (2020). *Operations management: Sustainability and supply chain management* (13th ed.). Pearson.
- Stevenson, W. J. (2021). *Operations management* (14th ed.). McGraw-Hill Education.
- Kumar, S. A., & Suresh, N. (2022). *Production and operations management* (3rd ed.). New Age International Publishers.
- Slack, N., Brandon-Jones, A., & Burgess, N. (2022). *Operations management* (10th ed.). Pearson.
- Heizer, J., Render, B., & Munson, C. (2023). *Operations management: Sustainability and supply chain management* (14th ed.). Pearson.

MBA (Integrated) IV Year	(Code- MPMBAI24-804T)		Semester-VIII		
	MANAGEMENT INFORMATION SYSTEM		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The objective program is to provide students with the knowledge and skills to leverage information technology for improving business processes, decision-making, and organizational efficiency.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand about the term management information System and the need for information and decision making.	PO.1, PO.3,	Remember, Understand
CO2	Understand the Database management systems, Commercial database and Computer Communication etc.	PO.1, PO.2, PO.3	Remember, Understand
CO3	Describe about the Data system and System Analysis.	PO.1	Remember, Understand, Apply
CO4	Learn the role of Information and Technology, Business and technology Trends and role of MIS in Decision- making.	PO.1, PO.3, PO4	Remember, Understand, Apply
CO5	Understand the structure of management information System.	PO.1, PO.3, PO.4	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Introduction to management information System, decision making and Its Process, need for information and decision making, Its elements, meaning and objectives. **(8 hours)**
- **UNIT II- Database management systems:** Database management systems, advantages of Data base approach, Queries, Designing of Database, Database Administration, Commercial database. Computer Communication- LAN, Wan, Internet, Peer- to- Peer network, Client – server network. Familiarity with Software packages – MS Office, MS Windows, LAN, UNIX etc. **(10 hours)**
- **UNIT III- Organization Data system:** Data system- Organization of System department, Physical facilities of system requirement Analysis, System Analysis, System design, System Implementation, System maintenance. **(10 hours)**
- **UNIT IV- Role of Information and Technology:** Role of Information and Technology, Business and technology Trends, Definition of MIS, role of MIS in Decision- making, Number Systems, Computer Languages, Computer hardware, Computer Software and operating System. Systems Approach, object Oriented design, The value and cost of information, Decision levels, Data capture, Data Quality. **(10 hours)**
- **UNIT V- MIS-An overview:** Structure of management information System, Successful and Comprehensive Structure, Integration of structure, development of management information System, various MIS reports, making MIS efficient and Effective, Limitations of management information System. **(10 hours)**

SUGGESTED READINGS

- Arora, A., & Bhatia, A. (2019). *Management information systems* (2nd ed.). Excel Books.
- Jawadekar, W. S. (2020). *Management information systems: Text and cases* (5th ed.). Tata McGraw-Hill Education.
- O'Brien, J. A., & Marakas, G. M. (2020). *Management information systems* (12th ed.). McGraw-Hill Education.
- Chaudhary, P. (2021). *Management information system* (1st ed.). Himalaya Publishing House.
- Stair, R., & Reynolds, G. (2020). *Fundamentals of information systems* (9th ed.). Cengage Learning.

MBA (Integrated) IV Year	(Code- MPMBAI24-805T)		Semester-VIII		
	ENTREPRENEURSHIP DEVELOPMENT		L-2, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	24

Course Objectives: This course equips students with the skills to create and manage successful ventures, covering business ideation, planning, financing, marketing, and operations. It prepares them to navigate entrepreneurial challenges, contribute to innovation, and drive economic growth.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Define the key concepts and principles of entrepreneurship and their role in economic development.	PO.1, PO.2,PO.3, PO.4	Remember, Understand,
CO2	Describe critical thinking and problem-solving skills.	PO.1, PO.2,PO.3, PO.4, PO.5	Remember, Apply, Understand
CO3	Apply financial statements and understand funding sources to make informed financial decisions.	PO.1, PO.2,PO.3, PO.4, PO.5	Apply, Analyze
CO4	Analyze marketing strategies and tactics to successfully launch and grow a business venture.	PO.1, PO.2,PO.3, PO.4	Understand, Analyze
CO5	Evaluate the challenges of scaling and growing a business.	PO.1, PO.2,PO.3, PO.4, PO.5	Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Entrepreneurship:** Definition of entrepreneurship, Evolution of entrepreneurship, Role of entrepreneurship in economic development, Characteristics of successful entrepreneurs, Different types of entrepreneurship (small business, social, corporate, etc.). **(6 Hours)**
- **UNIT II- Ideation and Opportunity Recognition:** Creativity and idea generation, Market research and analysis, Identifying and evaluating business opportunities, Feasibility study and business planning, Intellectual property and legal considerations. **(6 Hours)**
- **UNIT III- Entrepreneurial Finance and Funding:** Basics of accounting and financial statements, Funding sources (equity, debt, grants, etc.), Financial forecasting and budgeting, Valuation and investor relations, Financial management and control. **(4 Hours)**
- **UNIT IV- Marketing and Sales for Entrepreneurial Ventures:** Marketing strategies and tactics, Segmentation, targeting, and positioning, Branding and advertising, Sales management and customer relationship management, E-commerce and digital marketing. **(4 Hours)**
- **UNIT V- Scaling and Growth Strategies for Entrepreneurial Ventures:** Managing growth and scalability challenges, Leadership and team-building, Operations management and process improvement, Strategic planning and execution, Exit strategies and succession planning. **(4 Hours)**

SUGGESTED READINGS:

- Timmons, J. A., Spinelli, S., & Zacharakis, A. (2018). *New venture creation: Entrepreneurship for the 21st century* (11th ed.). McGraw-Hill Education.
- DeTienne, D. R., & Chandler, G. N. (2019). *Opportunity identification and entrepreneurship: A process perspective*. Edward Elgar Publishing.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Kurian, P. (2021). *Entrepreneurship development* (2nd ed.). Himalaya Publishing House.
- Gupta, C. B., & Srinivasan, N. P. (2021). *Entrepreneurship development in India* (4th ed.). Sultan Chand & Sons.

MBA (Integrated) IV Year	(Code- MPMBAI24-851P)		Semester-VIII		
	SEMINAR & VIVA VOCE		L-0, T-0, P-2		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	02	00

Course Objectives: To create awareness regarding current trends, issues and researches related to various aspects of related topics. Seminar and Viva-Voce is a useful tool that assists in authenticating that the student has got enough knowledge of the subject matter.

	Course Outcomes:	Mapped Program Outcomes
CO1	Gain the communication skills and develop the ability to communicate with another person.	PO.1, PO.2
CO2	Know ethical issues in business trends, researches and other related topics including those issues that arise in corporate world.	PO.1, PO.2, PO.4, PO.5
CO3	Assess their communication, presentation skills & overall impression.	PO.1, PO.2
CO4	Explore the connection between university study and life enrichment, lifelong learning, and civic responsibility.	PO.4, PO.5

SEMINAR & VIVA-VOCE

The Objective of Seminar is to help the Students in Developing their Communication Skills, especially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) on a topic Approved by the Teacher In-charge. In this Semester the topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World and Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feedback of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 9th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-901T	Business Ethics & Corporate Governance	4	0	0	4	30	70	100
	MPMBAI24-902T	Strategic Management	4	0	0	4	30	70	100
DSE-1		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
DSE-2		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
Internship	MPMBAI24-951P	Summer Training Report	0	0	4	4	30	70	100
TOTAL			20	0	4	24	210	490	700

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for IX and X Semester.

MBA (Integrated) Vth Year	(Code- MPMBAI24-901T)		Semester-IX		
	BUSINESS ETHICS & CORPORATE GOVERNANCE		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to help students understand business values and ethics, preparing them for corporate practices. It highlights the intersection of business ethics and legal requirements, showing how ethical considerations influence legal decisions and vice versa.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the importance of ethics and corporate governance in the day-to-day working of organizations.	PO.1, PO.5	Remember, Understand
CO2	Learn the issues involved in maintaining ethics and how to deal with such situations.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO3	Learn scope of business ethics in Compliance, finance, human resources, marketing, and production.	PO.1, PO.3, PO.5	Remember, Understand, Apply
CO4	Apply ethical principles to real-world contexts and research a relevant business ethics topic	PO.1, PO.2, PO.3, PO5	Remember, Understand, Apply
CO5	Analyze the causes of corporate governance failures and their impact on markets or economies.	PO.1, PO4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Business Ethics:** Meaning, Nature & Scope, Morality & Ethics, Business Values & Ethics. Types of Ethics, Importance of Ethics in Business. (8 Hours)
- **UNIT II- The Ethical Value System:** Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Ethical dilemmas, whistle-blowing. (10 Hours)
- **UNIT III- Introduction to Corporate Governance:** Meaning & Conceptual Framework of Corporate Governance, Business Ethics & Corporate Governance, Fair & unfair practices of business, popular models of governance anglo-anvercom etc. (10 Hours)
- **UNIT IV- Theories of Governance:** Stockholder's theory and agency theory etc. Corporate Governance Mechanism: Process, Indian Model, Emphasis on corporate governance (transparency, accountability & empowerment). (10 Hours)
- **UNIT V- Corporate Social Responsibility (CSR):** Introduction to CSR, advantages & Scope, Indian Scenario, CG & CSR, CSR & Business Ethics, Environmental aspect of CSR, CSR committees, CSR models, Drivers of CSR, Codes & Standards of CSR, Global reporting initiatives, ISO. (10 Hours)

SUGGESTED READINGS

- Ferrell, O.C., Fraedrich, J., & Ferrell, L. (2023). *Business Ethics: Ethical Decision Making & Cases*. 12th Edition. Cengage Learning.
- Mallor, J.P., Barnes, A.J., Bowers, T.M., & Langvardt, A.W. (2022). *Business Law and Ethics: A Comparative Approach*. 11th Edition. McGraw-Hill Education.
- Brennan, N.M., & Solomon, J.F. (2021). *Corporate Governance and Ethics: An Introduction*. 3rd Edition. Routledge.
- Schwartz, M.S. (2020). *Business Ethics: An Ethical Decision-Making Approach*. 4th Edition. Wiley.
- Tricker, B. (2022). *Corporate Governance: Principles, Policies, and Practices*. 4th Edition. Oxford University Press.
- Moriarty, J. (2021). *Business Ethics: A Critical Approach*. 1st Edition. Sage Publications.

MBA (Integrated) Vth Year	(Code- MPMBAI24-902T)		Semester-IX		
	STRATEGIC MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: The course aims to develop an understanding of strategic management, equipping learners with skills for effective strategy formulation, implementation, and evaluation in business policy. Students will evaluate organizational strengths and weaknesses, analyze resources, and learn techniques for monitoring strategic performance through key performance indicators and performance reviews

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the nature, scope, and importance of strategic management in business policy.	PO.1, PO.3	Remember, Understand
CO2	Understand the strategic management process, including formulation, analysis, and implementation.	PO.1, PO.3, PO.4	Remember, Understand
CO3	Analyze industry, remote environment, competitive, global environment, and internal factors using various frameworks.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Evaluate corporate, business, and functional level strategies and choose strategic options.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Apply and evaluate strategies with focus on resource allocation, budgeting, performance, and ethics.	PO.1, PO.3, PO.5	Understand, Apply, Analyze, Evaluate,

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Meaning, Scope and Importance of Strategic Management, Nature of Strategic Management, Characteristics, Strategic Management Process, and Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy. **(8 Hours)**
- **UNIT II- Strategy Formulation:** Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies. **(10 Hours)**
- **UNIT II- Environmental Appraisal:** External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. **(10 Hours)**
- **UNIT IV- Strategic Analysis and Choice:** Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, Directional Policy Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies. **(10 Hours)**
- **UNIT V- Strategy Implementation and Evaluation:** Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations. **(10 Hours)**

SUGGESTED READINGS

- Kazmi, A. (2021). *Strategic management and business policy* (16th ed.). Tata McGraw-Hill Education.
- Jauch, L. R., & Gupta, R. (2017). *Strategic management: Total quality and global competition*. McGraw-Hill India.
- Bhattacharyya, D. K. (2018). *Strategic management: Concepts and cases* (2nd ed.). Pearson India.
- Srivastava, R. M., & Verma, S. (2018). *Strategic management: Concepts, skills, and practices* (5th ed.). Prentice Hall India.
- Nag, A. (2019). *Strategic management: Analysis, formulation, and implementation* (2nd ed.). Vikas Publishing House.
- Ghosh, P. K. (2020). *Strategic planning and management*. Sultan Chand & Sons.

MBA (Integrated) Vth Year	(Code- MPMBAI24-951P)		Semester-IX		
	SUMMER TRAINING REPORT		L-0, T-0, P-4		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30 (20+10)	70	100	04	00

Course Objectives: The subject "Summer Training Report" is designed to enable MBA Integrated students to gain practical, hands-on experience in a professional setting. This subject focuses on: Applying theoretical knowledge in real-world business environments, developing critical skills such as problem-solving, teamwork, and adaptability, enhancing understanding of industry practices and organizational dynamics and offering networking opportunities that facilitate career exploration and growth.

	Course Outcomes:	Mapped Program Outcomes
CO1	Students will apply academic knowledge to real-world business scenarios, enhancing their practical skills.	PO.1, PO.3
CO2	Students will develop essential professional competencies, including communication, problem-solving, and adaptability.	PO.2, PO.3
CO3	Gain insights into industry practices and dynamics, fostering a deeper understanding of the business environment.	PO.3, PO.4
CO4	Expand professional networks, explore career options, and clarify future career goals.	PO.2, PO.4, PO.5

INTERNSHIP: SUMMER TRAINING

Each student is required to undergo 45 – 60 days of training in any organization immediately after completing the eighth semester. A training report on the pattern approved by the teacher in charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vacation after the eighth-semester examination and students shall proceed to summer training.

SPECIALIZATION GROUPS (Semester-IX)

<u>MARKETING</u>	
MPMBAI24-903M1	Consumer Behaviour
MPMBAI24-903M2	Advertising Management
MPMBAI24-903M3	Marketing of Services
MPMBAI24-903M4	Marketing Research
<u>DIGITAL MARKETING</u>	
MPMBAI24-903D1	An Introduction to Digital Marketing
MPMBAI24-903D2	Marketing Operations Management
MPMBAI24-903D3	Search Engine Optimization
MPMBAI24-903D4	Campaign Marketing
<u>FINANCE</u>	
MPMBAI24-903F1	Security Analysis & Portfolio Management
MPMBAI24-903F2	Financial Markets & Institutions
MPMBAI24-903F3	International Financial Management
MPMBAI24-903F4	Risk Management & Insurance
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAI24-903H1	Industrial Relations & Labour Laws
MPMBAI24-903H2	Industrial Psychology
MPMBAI24-903H3	Human Resource Planning & Development
MPMBAI24-903H4	Performance Management
<u>INTERNATIONAL BUSINESS</u>	
MPMBAI24-903IB1	International Logistics Management
MPMBAI24-903IB2	Cross-Cultural Business Management
MPMBAI24-903IB3	Management of Multinational Corporations
MPMBAI24-903IB4	International Business Laws & Treaties

<u>OPERATIONS MANAGEMENT</u>	
MPMBAI24-903OM1	Materials Management
MPMBAI24-903OM2	Maintenance Management
MPMBAI24-903OM3	Sourcing Management
MPMBAI24-903OM4	Management of Manufacturing System
<u>INFORMATION TECHNOLOGY</u>	
MPMBAI24-903IT1	Database Management System
MPMBAI24-903IT2	Enterprise Resource Planning
MPMBAI24-903IT3	Information System Management
MPMBAI24-903IT4	E-Governance & Framework of ICT
<u>RETAIL MANAGEMENT</u>	
MPMBAI24-903RM1	Retail Management
MPMBAI24-903RM2	Retail Business Environment
MPMBAI24-903RM3	Retail Economics & Retail Formats
MPMBAI24-903RM4	Retail Store Operations Management
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAI24-903HH1	Hospital & Patient Relation Management
MPMBAI24-903HH2	Hospital Architecture Management
MPMBAI24-903HH3	Clinical Services
MPMBAI24-903HH4	Health Care Laws & Ethics
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAI24-903HT1	Hospitality Marketing Management
MPMBAI24-903HT2	Tourism Principles & Practice
MPMBAI24-903HT3	Hospitality Laws
MPMBAI24-903HT4	Tourism & Tourism Products Fundamentals

Marketing Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903M1)		Semester-IX		
	CONSUMER BEHAVIOUR		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to help students understand consumer behavior and its impact on marketing decisions, providing a solid foundation in related theories and concepts. Students will learn to apply this knowledge to develop effective marketing strategies, including campaigns, product positioning, pricing, and customer relationship management.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand consumer behavior and its role in market segmentation	PO.1, PO.2	Remember, Understand
CO2	Analyze factors like consumer motivation, personality, perception, learning, and attitudes.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Evaluate the impact of social and cultural settings on consumer behavior.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Examine the consumer decision-making and organizational buying processes.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Develop skills to measure consumer satisfaction, loyalty, and related behaviours.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments. **(8 Hours)**
- **UNIT II- Consumer as an Individual:** Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing. **(8 Hours)**
- **UNIT III- Consumer in Social and Cultural Settings:** Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation. **(8 Hours)**
- **UNIT IV- Consumer Decision Process:** Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour. **(6 Hours)**
- **UNIT V- Consumer Satisfaction:** Measurement of consumer satisfaction and dissatisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour. **(6 Hours)**

SUGGESTED READINGS

- Schiffman, L. G., Wisenblit, J., Kumar, S. R., & Ramesh, K. (2018). *Consumer behaviour* (12th ed.). Pearson India.
- Kumar, R. S. (2021). *Consumer behaviour: Insights into consumer psychology*. Himalaya Publishing House.
- Majumdar, R. (2020). *Consumer behaviour: Insights from Indian market* (2nd ed.). PHI Learning Pvt. Ltd.
- Nair, S. R. (2019). *Consumer behaviour in Indian perspective* (3rd ed.). Himalaya Publishing House.
- Jain, S. C. (2020). *Consumer behaviour: An Indian perspective* (5th ed.). Vikas Publishing House.
- Dube, S., & Rana, S. (2019). *Consumer behaviour: Text and cases*. Himalaya Publishing House

MBA (Integrated) Vth Year	(Code- MPMBAI24-903M2)		Semester-IX		
	ADVERTISING MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to provide a comprehensive understanding of advertising's role in marketing communication, covering its objectives, impact on consumer behavior, and contribution to brand building. Students will also learn about ethical issues and the stages of the advertising planning process, including market research, budgeting, media selection, creative strategies, and campaign evaluation.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the marketing communication process and its role in perception, learning, and attitude change.	PO.1,PO.2, PO.3	Remember, Understand
CO2	Learn the promotional mix elements and their role in communication.	PO.1,PO.2, PO.3	Remember, Understand
CO3	Gain knowledge of strategic marketing communication, including objectives, segmentation, targeting, and positioning.	PO.1,PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Develop skills in creating effective advertising copy and message strategy.	PO.1,PO.2, PO.3	Remember, Understand, Apply,Analyze, Evaluate
CO5	Understand advertising regulation, agency functions, and ethical issues in India.	PO.1,PO.2, PO.3, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Integrated Communication Fundamentals:** Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning. **(6 Hours)**
- **UNIT II- Advertising and the Marketing Function:** Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology. **(8 Hours)**
- **UNIT III- Different Types of Advertising:** Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process. **(8 Hours)**
- **UNIT IV- Message and Copy:** Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.
Media Planning: Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques. **(8 Hours)**
- **UNIT V- Regulation of Advertising:** Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India. **(6 Hours)**

SUGGESTED READINGS

- Belch, G. E., Belch, M. A., & Purani, K. (2020). *Advertising and promotion: An integrated marketing communications perspective* (11th ed.). McGraw-Hill Education India.
- Batra, R., Myers, J. G., & Aaker, D. A. (2021). *Advertising management* (7th ed.). Pearson India.
- Sontakki, C. N. (2018). *Advertising* (2nd ed.). Kalyani Publishers.
- Mohan, M. (2020). *Advertising management: Concepts and cases* (4th ed.). Tata McGraw-Hill Education.
- Chunawalla, S. A., & Sethia, K. C. (2021). *Foundations of advertising theory and practice* (9th ed.). Himalaya Publishing House.
- Jethwaney, J., & Jain, S. (2019). *Advertising management* (3rd ed.). Oxford University Press India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903M3)		Semester-IX		
	MARKETING OF SERVICES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to provide students with a comprehensive understanding of the unique characteristics of services and the importance of effective marketing strategies in the service sector. Students will explore the challenges and opportunities in marketing services, learn to develop service marketing strategies, and understand the role of customer relationships, quality, and technology in service delivery.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand key features of services and service marketing.	PO.1, PO.2, PO.4	Remember, Understand
CO2	Analyze customer expectations and perceptions in service delivery.	PO.1, PO.3,	Remember, Understand, Apply, Analyze
CO3	Develop strategies for service quality and customer relationships.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Explore the role of technology in service marketing and operations.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Apply service marketing principles and evaluate strategy effectiveness.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction to Services Marketing:** Definition, characteristics of services compared to goods; Service marketing mix; Service marketing triangle; The importance of services marketing in the modern economy; Growth of the service sector; Challenges in services marketing. **(6 Hours)**
- **UNIT II- Consumer Behavior in Services:** Understanding customer expectations and perceptions; The service gap model; Factors influencing customer expectations of service; Service encounters and moments of truth; Customer satisfaction and service quality. **(6 Hours)**
- **UNIT III- Service Design and Delivery:** Service blueprinting and mapping; Service quality dimensions; Designing the service process; Physical evidence and the service scape; Service encounter management; Role of employees and customers in service delivery. **(8 Hours)**
- **UNIT IV- Managing Service Quality and Productivity:** Concept of service quality; Measuring service quality – SERVQUAL model; Strategies for improving service quality; Managing demand and capacity in services; Yield management; Service recovery and complaint handling. **(8 Hours)**
- **UNIT V- Role of Technology and CRM in Services Marketing**
Impact of technology on service marketing; E-services and technology-driven service innovations; Customer relationship management (CRM) in services; Strategies for building and managing customer relationships; Service automation and self-service technologies. **(8 Hours)**

SUGGESTED READINGS:

- Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2020). *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw-Hill Education India.
- Jha, S. M. (2018). *Services marketing* (6th ed.). Himalaya Publishing House.
- Apte, G. (2019). *Services marketing: Ongoing paradigms and emerging trends* (2nd ed.). Oxford University Press India.
- Lovelock, C., Wirtz, J., & Chatterjee, J. (2021). *Services marketing: People, technology, strategy* (9th ed.). Pearson India.
- Rao, K. R. M. (2020). *Services marketing: Text and cases* (4th ed.). Pearson India.
- Shanker, R. (2019). *Services marketing: The Indian perspective* (3rd ed.). Excel Books.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903M4)		Semester-IX		
	MARKETING RESEARCH		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to provide a solid understanding of the purpose and significance of marketing research in decision-making, helping organizations gather insights and identify opportunities. Students will learn various research methodologies, techniques, and ethical considerations, and will develop skills to conduct competitive analysis and gather market intelligence.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the importance of research in marketing and the marketing research industry.	PO.1, PO.4	Remember, Understand
CO2	Learn different approaches to marketing intelligence and types of market research.	PO.1,PO.2, PO.3, PO.4	Remember, Understand
CO3	Develop skills in research design, data collection, and analysis.	PO.1,PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Gain knowledge of qualitative and non-parametric data analysis techniques.	PO.1,PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Understand ethical issues related to marketing research and how to prepare and present marketing research reports.	PO.1, PO.5,	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India. **(6 Hours)**
- **UNIT II- Marketing Research Design:** Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets. **(6 Hours)**
- **UNIT III- Data Collection:** Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non- comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination. **(8 Hours)**
- **UNIT IV- Data Analysis and Interpretation:** Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminate analysis. **(8 Hours)**
- **UNIT V- Reporting the Results and Ethical Issues in Marketing Research:** Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting. **(8 Hours)**

SUGGESTED READINGS

- Malhotra, N. K., & Dash, S. (2019). *Marketing research: An applied orientation* (7th ed.). Pearson India.
- Chawla, D., & Sondhi, N. (2021). *Research methodology: Concepts and cases* (3rd ed.). Vikas Publishing House.
- Majumdar, R. (2020). *Marketing research: Text, applications and case studies* (2nd ed.). New Age International Publishers.
- Kumar, V. (2021). *Marketing research and analytics* (2nd ed.). Sage Publications India.
- Kothari, C. R. (2018). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
- Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Indian context, global perspective* (6th ed.). Sage Publications India.

Digital Marketing Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903D1)		Semester-IX		
	AN INTRODUCTION TO DIGITAL MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with a comprehensive understanding of digital marketing concepts, strategies, tools, and techniques. It focuses on the significance of digital marketing, the digital marketing landscape, the behavior and expectations of digital consumers, and the practical application of digital marketing tools and strategies

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals and evolution of digital marketing.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Learn about digital users, marketing strategies, and plan creation in the Indian market.	PO.1, PO.2, PO.3, PO.5	Remember, Understand
CO3	Gain knowledge of key terms like PPC, SEO, social media, affiliate, email, and mobile marketing.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Develop and implement digital advertising strategies using various tools.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze,
CO5	Recognize the role of video marketing and blogging, and analyze marketing case studies.	PO.1, PO.2	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction-** Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing. **(8 Hours)**
- **UNIT II- Digital Users in India-** The Digital users in India, Digital marketing Strategy- Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan. **(8 Hours)**
- **UNIT III- Terms used in Digital Marketing-** Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing. **(8 Hours)**
- **UNIT IV- Digital Advertising -** Display advertising, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising. **(6 Hours)**
- **UNIT V- Video Marketing and Blogging-** Introduction to Video Marketing, Types, Strategy, Need, Benefits and Challenges. Blogs- Meaning, Importance, Issues and Challenges. Case studies on digital marketing. Difference- Traditional marketing and Digital marketing. Benefits and challenges. Tools for effective Digital Marketing. **(6 Hours)**

SUGGESTED READING:

- Gupta, S. (2021). *Digital marketing* (2nd ed.). McGraw-Hill Education India.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice* (7th ed.). Pearson India.
- Agarwal, V. (2020). *Digital marketing for beginners: A practical approach*. SAGE Publications India.
- Tuten, T. L., & Solomon, M. R. (2019). *Social media marketing* (3rd ed.). Pearson India.
- Kaur, H. (2021). *Digital marketing: An Indian perspective*. Vikas Publishing House.
- Bharadwaj, D. (2020). *Digital marketing strategies: An Indian context*. Himalaya Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903D2)		Semester-IX		
	MARKETING OPERATION MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course equips students with essential skills in marketing operations management, focusing on strategy integration, consumer behavior, and customer relationship management. It also covers key aspects of supply chain management, project management, and creative planning, enabling effective management and innovation in marketing operations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Explain the role and strategies of marketing operations management.	PO.1, PO.3	Remember, Understand, Apply
CO2	Apply consumer behavior and relationship management in marketing.	PO.1	Remember, Understand, Apply
CO3	Evaluate supply chain practices for customer value and sustainability.	PO.1, PO.2, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO4	Develop and manage marketing projects using project management principles	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze,
CO5	Develop and assess creative marketing strategies and campaigns	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Overview of Marketing Operations Management, Role of marketing in business operations, Marketing operations strategy and planning, performance indicators in marketing operations Integration of marketing with business functions. **(8 Hours)**
- **UNIT II- Consumer buying decision:** process in consumer and business markets, Building customer value, satisfaction, and loyalty, customer relations management, strategies for product differentiation **(8 Hours)**
- **UNIT III- Supply Chain Management:** Introduction to Supply Chain Management (SCM) and its importance in marketing operations, Key components of supply chain management: Procurement, production, distribution, and logistics, The role of supply chain management in delivering customer value, Sustainable supply chain management: Green logistics and ethical sourcing. **(8 Hours)**
- **UNIT IV- Introduction to Project Management in Marketing:** Understanding the fundamentals of project management, Developing project objectives and scope, Resource Allocation and Budgeting, Risk Management in Projects, Project Execution and Monitoring. **(6 Hours)**
- **UNIT V- Introduction to Creative Planning in Marketing:** Integrating Creativity with Marketing Strategy, Creative Execution and Campaign Design, Creative Process in Marketing, Evaluating Creative Effectiveness. **(6 Hours)**

SUGGESTED READINGS:

- Kotler, P., Keller, K. L., & Chernev, A. (2021). *Marketing management* (16th ed.). Pearson.
- Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. 7th ed. Pearson Education
- Meredith, J. R., & Shafer, S. M. (2017). *Project Management: A Managerial Approach*. 10th ed. Wiley Publications..
- Davis, D. (2016). *Creative Strategy and the Business of Design*. 1st ed. HOW Books..
- Kumar, V., & Reinartz, W. (2018). *Customer Relationship Management: Concept, Strategy, and Tools*. 1st ed. Springer.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903D3)		Semester-IX		
	SEARCH ENGINE OPTIMISATION		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: Students will learn the fundamentals of SEO, including search engines, keyword rankings, and SERPs. The course covers advanced strategies, ethical practices, and competitive research to enhance website visibility. Additionally students will be proficient in optimizing content, leveraging linking strategies, and implementing both local and international SEO techniques.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the role of SEO in web and content strategies	PO.1, PO.4	Remember, Understand
CO2	Define the keywords for ranking websites in order to gain a competitive advantage	PO.1, PO.2	Remember, Understand
CO3	Use techniques to identify competitors and assess ranking requirements.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO4	Gain access to online tools and resources to help implement successful SEO campaigns.	PO.1, PO.2, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Evaluate SEO results with analytics tools and address technical issues for optimization.	PO.1, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction to search engines:** users of search engines, SERPs, elements of keyword rankings, minor, major and Meta search engines, relationship between search engines. **Appearing in right results:** avoiding spam, relationship between behavior and ranking, intent-driven search, getting into local search results, using paid ads, **Drivers of search results:** power user search, using advanced operators, long-tail and short-tail keywords, using predictive research. **(8 Hours)**
- **UNIT II- Spamming search engines:** types of spam, doorway pages, cloaking, stuffing, discovering and reporting spam, ethical SEO. **Keyword research and selection:** theme related keywords, industry/competitor research, client niche keywords, seasonal keywords, using phrases, keyword vs. semantic search. **Exploiting pay per click:** analyzing PPC, testing keywords through PPC, brand building, cost reduction techniques, eliminating low click-through keywords. **(8 Hours)**
- **UNIT III- Competitive research techniques:** calculating ranking requirements, competitor identification, running page analyzer and spreadsheet tools. **Search engine compatibility techniques:** compatibility elements; coding, SIFR, HTML and W3C, formulating category structure, navigation types, linking techniques. **(6 Hours)**
- **UNIT IV- Content creation:** audience research, personas; creation, usage and drawbacks, content depth and page length, maximizing readability, content optimization, enabling UGC. **Keyword implementation:** keyword lists, using keywords; relevance, depth, HTML, single page analyzer, keyword integration. **Content optimization:** adapting to local search, pigeon algorithm, duplicate content management, content creating, brand building through SEO, embedding engagement objects, communities online. **(6 Hours)**
- **UNIT V- SEO optimization:** server issues, domain names, using redirects, backend content management, solving SEO roadblocks; inviting spiders, avoiding hijacks, handling secure server problems. **Analyzing SEO results:** site analytics, web analytics measurement, google analytics, log file analysis, measuring website usability, tailoring marketing messages for audience. **International SEO:** targeting international audience, identifying and quantifying opportunities in various countries; Asia, Europe and Latin America. **(8 Hours)**

SUGGESTED READINGS:

- Ledford, J. L. (2020). *SEO 2021: Learn search engine optimization with smart internet marketing strategies*. 1st ed. Wiley.
- Enge, E., Spencer, S., & Stricchiola, J. (2020). *The art of SEO: Mastering search engine optimization*. 4th ed. O'Reilly Media.
- Clarke, A. (2018). *SEO 2022: Learn search engine optimization with smart internet marketing strategies*. 2nd ed. Kindle Edition.
- Kent, P. (2021). *SEO for dummies*. 7th ed. Wiley.
- Levy, S. (2019). *Search engine optimization: Your visual blueprint for effective Internet marketing*. 3rd ed. Visual.
- Miller, M. (2020). *B2B digital marketing: Using the web to market directly to businesses*. 1st ed. Pearson Education.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903D4)		Semester-IX		
	CAMPAIGN MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: Students will understand the use of campaign marketing to achieve multiple goals within broader marketing strategies. They will learn about major marketing channels, including online advertising, social media, and search engines, and develop skills to create, execute, and measure comprehensive campaign strategies effectively.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand campaign marketing's role in broader strategies.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Identify major campaign channels like digital display, video, and social media.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Develop and execute campaign plans effectively.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Measure campaign performance and explore new ad technologies.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Create the campaign development process of effective tracking of campaigns.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze, Evaluate, Create

DETAILED SYLLABUS:

- **UNIT I- Display Advertising:** Concept of Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good Ad?, Programmatic Digital Advertising, Analytical Tools, YouTube Advertising. **(8 Hours)**
- **UNIT II-** Process of creating First Ad Campaign, Enhance Your Ad Campaign, Performance Reports. Campaign through Social Media Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of an Ad Campaign, Adverts, Facebook Insights, Other Marketing Tools, Other Essentials. **(8 Hours)**
- **UNIT III- Ad Campaign through LinkedIn Marketing:** Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting,. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram-Content Strategy, Sponsored Ads, Snapchat, Digital Public Relations. **(8 Hours)**
- **UNIT IV- Twitter Marketing:** Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snapchat: Instagram-Content Strategy, Sponsored Ads, Snapchat, Digital Public Relations. **(6 Hours)**
- **UNIT V- Campaign Development Process, Mobile Marketing:** Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Addressing the diversity in India through Mobile, , Tracking of Mobile Campaigns. **(6 Hours)**

SUGGESTED READINGS:

- Bhatia, P. (2019). *Fundamentals of digital marketing*. 1st ed. Pearson Education.
- Gupta, S. (2018). *Digital marketing*. 1st ed. McGraw Hill Education.
- Kotler, P. (2017). *Marketing 4.0: Moving from traditional to digital*. 1st ed. Wiley.
- Deiss, R., & Henneberry, R. (2017). *Digital marketing for dummies*. 1st ed. For Dummies.
- McDonald, J. (2018). *Social media marketing workbook: How to use social media for business*. 1st ed. Independently Published.
- Miller, R. (2011). *The ultimate web marketing guide*. 1st ed. Pearson Education.

Finance Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903F1)		Semester-IX		
	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The Security Analysis and Portfolio Management course prepares students to make informed investment decisions, analyze securities and portfolios, and evaluate performance. It covers capital market dynamics, risk assessment, portfolio diversification, market efficiency, behavioral finance, and fundamental and technical analysis techniques.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the investment process, investment categories, and security analysis steps.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Gain knowledge of capital markets, types, functions, and securities trading.	PO.1, PO.3, PO.4	Remember, Understand
CO3	Learn fundamental and technical analysis, and efficient market hypothesis for investment decisions.	PO.1, PO.3	Remember, Understand, Apply
CO4	Develop portfolio analysis skills, including CAPM, beta, and Markowitz models.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Understand portfolio revision, evaluation techniques, and mutual funds.	PO.1, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction of Investment:** Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling. **(8 Hours)**
- **UNIT II- Introduction of Capital Market-** Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement. **(8 Hours)**
- **UNIT III- Fundamental Analysis-** Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis. **(6 Hours)**
- **UNIT IV- Portfolio Analysis-** Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory. **(6 Hours)**
- **UNIT V- Portfolio Revision and Evaluations-** Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry. **(8 Hours)**

SUGGESTED READINGS:

- Chandra, P. (2020). *Investment analysis and portfolio management* (4th ed.). Tata McGraw-Hill Education.
- Kothari, C. R. (2019). *Financial management: Theory and practice* (2nd ed.). New Age International Publishers.
- Bhalla, V. K. (2021). *Investment management: Security analysis and portfolio management* (10th ed.). S. Chand Publishing.
- Sharma, J. L., & Singh, R. (2020). *Security analysis and portfolio management* (5th ed.). Vikas Publishing House.
- Agarwal, R. (2018). *Fundamentals of investment management* (3rd ed.). Pearson India.
- Jain, P. K. (2019). *Portfolio management: Theory and practice* (2nd ed.). Excel Books.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903F2)		Semester-IX		
	FINANCIAL MARKETS & INSTITUTIONS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to deepen students' understanding of financial markets, institutions, and regulations, equipping them to analyze financial instruments, assess market efficiency, and navigate the financial system. It introduces financial institutions like banks, insurance companies, investment firms, mutual funds, and pension funds, emphasizing their roles in fund intermediation, financial services provision, and risk management.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the financial system's nature, role, and organization in India and globally.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Learn the regulatory framework for non-banking institutions, markets, and money markets.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand
CO3	Study commercial bank management, negotiable instruments, and project financing.	PO.1, PO.3	Remember, Understand
CO4	Develop skills in identifying and managing risks like interest rate, credit, and operational risks.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Understand risk management in financial institutions, including securitization and derivatives.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Financial System-** Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalization of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets. **(8 Hours)**
- **UNIT II- Management of Commercial Banks-** An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks. **(8 Hours)**
- **UNIT III- Risk of Financial Inter-Mediation-** Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk. **(6 Hours)**
- **UNIT IV- Risk Management in Financial Institutions-** Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitization, Derivatives. **(6 Hours)**
- **UNIT V- Management of Non-Banking Financial Institutions and Depositories-** Securitization: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository. **(8 Hours)**

SUGGESTED READINGS

- Rangarajan, C. (2020). *Indian financial system* (2nd ed.). Tata McGraw-Hill Education.
- Srinivasan, N. (2021). *Financial markets and institutions* (4th ed.). Pearson India.
- Bhole, L. M., & Mahakud, J. (2021). *Financial institutions and markets: Structure, growth, and innovations* (6th ed.). McGraw-Hill Education India.
- Ravi, S., & Murdia, S. (2019). *Banking and financial institutions: An introduction* (3rd ed.). Oxford University Press India.
- Choudhury, S., & Soni, S. (2021). *Risk management in financial institutions* (2nd ed.). Vikas Publishing House.
- Reddy, Y. V. (2020). *Monetary and financial sector reforms in India* (4th ed.). Sage Publications India.
- Khan, M.Y. (2008). *Indian Financial System* (6th ed.). McGraw-Hill Publishing Company, New Delhi.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903F3)		Semester-IX		
	INTERNATIONAL FINANCIAL MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to prepare students to navigate international finance complexities, manage foreign exchange risk, and make global investment decisions. It covers the impact of international financial trends on business operations and introduces international financial institutions like the IMF, World Bank, and regional development banks, emphasizing their roles in promoting stability, providing assistance, and fostering economic development globally.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the evolution of the international monetary system and exchange rate regimes.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Learn about foreign exchange markets, spot/forward markets, and hedging strategies.	PO.1, PO.2, PO.3, PO.4	Remember, Understand
CO3	Identify and manage translation, transaction, and operating risk exposures.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Analyze multinational companies' financial operations and global financial strategies.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Develop skills in managing multinational working capital, including cash and short-term financing.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I: Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies. **(8 Hours)**
- **Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models. **(8 Hours)**
- **UNIT II: Foreign Exchange Market:** Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. Fisher's Effect. **(8 Hours)**
- **UNIT III: Risk Exposures and Their Management:** Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk. **(6 Hours)**
- **UNIT IV: Financial Foreign Operations:** Internationalization of Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy. **(6 Hours)**
- **UNIT V: International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions. **Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade. **(8 Hours)**

SUGGESTED READINGS

- Reddy, Y. V. (2021). *International financial management* (3rd ed.). Tata McGraw-Hill Education.
- Choudhury, S., & Ghosh, S. (2020). *Global financial management* (2nd ed.). Pearson India.
- Chadha, M. R. (2019). *International finance and financial management* (4th ed.). Oxford University Press India.
- Bhattacharya, R., & Gupta, R. (2021). *International financial management: Theory and practice* (3rd ed.). McGraw-Hill Education India.
- Rao, P. S. (2020). *International financial markets and institutions* (5th ed.). Vikas Publishing House.
- Singh, K., & Sharma, V. (2018). *Global financial management: Concepts, issues, and practices* (2nd ed.). Himalaya Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903F4)		Semester-IX		
	RISK MANAGEMENT & INSURANCE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course provides a comprehensive understanding of risk management and insurance, equipping students to identify, assess, and manage organizational risks. It covers risk types, pricing, legal aspects, and global trends, emphasizing risk management principles, techniques, and decision-making in risk financing and insurance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand risk management concepts, types, measurement, and prediction.	PO.1, PO.3	Remember, Understand
CO2	Analyze the demand for insurance, risk aversion, and legal aspects.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO3	Identify and evaluate various types of insurance and their pricing.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Develop strategies for loss control, malpractice assessment, and premium calculation.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Analyze insurance sector globalization, IRDA regulations, and reinsurance.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I: Introduction:** Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium. **(6 Hours)**
- **UNIT II: Risk Aversion and Risk Management:** Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance. **(8 Hours)**
- **UNIT III: Types of Insurance:** Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle. **(8 Hours)**
- **UNIT IV: Assessment and Control:** Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium. **(8 Hours)**
- **UNIT V: Globalization of Insurance Sector:** Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment. **(6 Hours)**

SUGGESTED READINGS

- Bhatia, R. (2020). *Risk management and insurance* (2nd ed.). Tata McGraw-Hill Education.
- Kumar, S., & Venkatesh, M. (2021). *Fundamentals of risk management and insurance* (4th ed.). Pearson India.
- Kumar, R., & Sinha, R. (2019). *Insurance and risk management* (3rd ed.). Oxford University Press India.
- Singh, J., & Gupta, R. (2021). *Risk management and insurance: A practical approach* (2nd ed.). McGraw-Hill Education India.
- Gupta, P., & Sharma, A. (2020). *Principles of risk management and insurance* (5th ed.). Vikas Publishing House.
- Rao, P. S., & Bhardwaj, M. (2022). *Insurance and risk management* (6th ed.). Himalaya Publishing House.

Human Resource Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903H1)		Semester-IX		
	INDUSTRIAL RELATIONS & LABOUR LAWS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide learners with a comprehensive understanding of industrial relations, including trade unionism, labor issues, and legislation. It equips students with knowledge of legal, social, and economic aspects, preparing them to navigate labor relations complexities, manage workplace issues effectively, and contribute to harmonious work environments through analysis and application of labor laws.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand industrial relations, the role of the state, trade unions and employers' organizations.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze trade union growth, collective bargaining, and trade union challenges.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO3	Develop strategies to handle labor issues like grievances, absenteeism, and industrial unrest.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO4	Evaluate labor legislation and key provisions of various labor acts.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO5	Understand dispute resolution, worker development, and participation in management.	PO.1, PO.2, PO.3, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India. **(6 Hours)**
- **UNIT II- Trade Unionism:** Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions. **(6 Hours)**
- **UNIT III- Labour problems- I:** Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute. **(8 Hours)**
- **UNIT IV- Labour problems- II:** Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective Bargaining. **(8 Hours)**
- **UNIT V- Labour legislations:** Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act. **(8 Hours)**

SUGGESTED READINGS:

- Mitra, A. (2020). *Industrial relations and labor laws* (4th ed.). Oxford University Press India.
- Sinha, P. R., & Sinha, J. B. P. (2019). *Industrial relations, trade unions, and labor legislation* (2nd ed.). Pearson India.
- Pattanaik, S. K. (2021). *Labour laws and industrial relations* (3rd ed.). Tata McGraw-Hill Education.
- Ghosh, B. N., & Saha, S. (2022). *Industrial relations and labor laws in India* (5th ed.). Vikas Publishing House.
- Sharma, A. M. (2021). *Industrial relations and labor legislation* (2nd ed.). Himalaya Publishing House.
- Bhowmik, S. K. (2022). *Labour laws and industrial relations in India* (6th ed.). Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903H2)		Semester-IX		
	INDUSTRIAL PSYCHOLOGY		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course provides a comprehensive understanding of Industrial Psychology, focusing on individual differences, workplace behavior, and efficiency. It prepares students to apply psychological principles to enhance employee motivation and performance, analyze workplace issues, design effective job roles, and foster a positive work environment, emphasizing continuous learning for personal and organizational success.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand industrial psychology's nature, scope, and individual differences.	PO.1, PO.2	Remember, Understand
CO2	Apply psychology in employee selection, training, counseling, and motivation.	PO.1, PO.3	Remember, Understand, Apply
CO3	Analyze the impact of motivation, leadership, and personality on workplace efficiency..	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Develop strategies for performance management, training, and workplace safety.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Understand contemporary industrial relations, including grievance handling and disputes.	PO.1, PO.2, PO.4, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Industrial Psychology:** Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity. (6 Hours)
- **UNIT II- Individual at Workplace:** The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction. (8 Hours)
- **UNIT III- Industrial Behaviour:** Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry. (8 Hours)
- **UNIT IV- Industrial Efficiency:** Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work., Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction. (8 Hours)
- **UNIT V- Contemporary Issues:** Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations. (6 Hours)

SUGGESTED READINGS

- Pattanayak, B. (2020). *Industrial psychology and organizational behavior* (2nd ed.). PHI Learning.
- Sharma, A. M. (2021). *Industrial and organizational psychology* (4th ed.). Himalaya Publishing House.
- Sinha, D. C. (2019). *Industrial psychology: A global perspective* (3rd ed.). Oxford University Press India.
- Chaudhury, N. R. (2022). *Understanding industrial psychology* (2nd ed.). Sage Publications India.
- Kumar, S. (2021). *Organizational behavior and industrial psychology* (5th ed.). Vikas Publishing House.
- Khandelwal, R. P. (2020). *Industrial psychology and behavior management* (6th ed.). Tata McGraw-Hill Education

MBA (Integrated) Vth Year	(Code- MPMBAI24-903H3)		Semester-IX		
	HUMAN RESOURCE PLANNING & DEVELOPMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course objective is to equip students with skills to effectively plan, develop, and manage organizational human resources, align HR strategies with business goals, attract and retain top talent, enhance employee performance, and foster a positive work environment. They will learn to analyze HR needs, design programs, and contribute to strategic success through HR planning and development, and use HR metrics and analytics for evaluating program effectiveness

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the importance of human resource planning and its different approaches.	PO.1, PO.3	Remember, Understand
CO2	Understand the concept of career planning and its significance in organizations.	PO.1, PO.3,	Remember, Understand
CO3	Analyze the evolution and concept of HRD and its role in organizations.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Assess and implement HRD programs through task, organizational analysis, and needs assessment.	PO.1, PO.2, PO.3,	Remember, Understand, Apply, Analyze
CO5	Understand the impact of organizational culture and workforce diversity on HRD practices.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Human Resource Planning:** Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches- Social Demand Approach, Rate of Return, Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning. **(8 Hours)**
- **UNIT II- Career planning:** Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics. **(8 Hours)**
- **UNIT III- Evolution and Concept of HRD:** System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD. **(6 Hours)**
- **UNIT IV- Assessing and Implementing HRD Programmes:** Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work life. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD. **(8 Hours)**
- **UNIT V- Organizational Culture and HRD:** Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector. **(6 Hours)**

SUGGESTED READINGS

- Kumar, D. (2021). *Human Resource Planning: Principles and Practices*. 1st ed. Sage Publications.
- Beardwell, J., & Claydon, T. (2021). *Human Resource Management: A Contemporary Approach*. 8th ed. Macmillan International Higher Education.
- Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2023). *Career Management*. 5th ed. Sage Publications.
- Swanson, R. A., & Holton, E. F. (2019). *Foundations of Human Resource Development*. 4th ed. Berrett-Koehler Publishers.
- Goldstein, I. L., & Ford, J. K. (2019). *Training in Organizations: An Introduction to Training and Development*. 6th ed. Wadsworth Publishing.
- Schein, E. H. (2017). *Organizational Culture and Leadership*. 5th ed. Wiley.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903H4)		Semester-IX		
	PERFORMANCE MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This objective is to equip students with skills to effectively manage and enhance individual and team performance in organizations, setting expectations, measuring, evaluating, providing feedback, and implementing improvement strategies. They will learn to analyze performance issues, design management systems, foster a high-performance culture, and gain insights into appraisal processes, including self-assessment, peer evaluation, and supervisor assessment methods.

	Course Outcomes	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the meaning, objectives, and scope of performance management (PM) systems.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Measure performance and diagnose causes of poor performance.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO3	Understand the link between performance measurement, behavior, and employee development.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Implement performance consulting and modern measurement frameworks.	PO.1, PO.3	Remember, Understand, Apply
CO5	Evaluate the impact of organizational changes on new performance measurement methods.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management. **(6 Hours)**
- **UNIT II- Measuring Performance:** Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management. **(6 Hours)**
- **UNIT III- Behavioural Issues and Employee Development:** Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feedback as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy. **(8 Hours)**
- **UNIT IV- Performance Consulting:** Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure. **(8 Hours)**
- **UNIT V- Current Developments and Emerging Issues in Performance Management:** Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. **(8 Hours)**

SUGGESTED READINGS

- Sinha, J. B. P., & Sinha, R. (2020). *Managing Human Resources in the Indian Context*. 2nd ed. Sage Publications India.
- Rao, P. L. (2019). *Performance Management and Appraisal Systems: HR Tools for Improving Employee Performance*. 1st ed. Excel Books.
- Kumar, S. (2022). *Performance Management in Indian Organizations: Challenges and Opportunities*. 1st ed. Himalaya Publishing House.
- Krishnan, V. R., & Scullion, H. (2021). *Managing Performance: Perspectives and Practices from India*. 1st ed. Routledge India.
- Bhatia, S. K., & Bhatia, R. (2021). *Human Resource Management: A Contemporary Indian Perspective*. 1st ed. Vikas Publishing House.
- Chaudhury, N. (2022). *Performance Management Systems in Indian Organizations*. 1st ed. Oxford University Press India.

International Business Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IB1)		Semester-IX		
	INTERNATIONAL LOGISTICS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with an understanding of international logistics management's importance in global business operations, covering complexities and challenges in an international context. It equips students with skills to manage logistics globally, understand international supply chains, optimize operations, and mitigate trade risks. They will develop abilities to analyze international logistics challenges, strategize logistics, and enhance efficient global supply chain development.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the importance and scope of logistics in international marketing.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze logistics components like customer service, warehousing, and transportation.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Evaluate shipping structures and developments in the Indian shipping and air industry.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO4	Apply supply chain management concepts, including value chain analysis and forecasting.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO5	Develop skills in using logistics information systems to enhance supply chain management.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Global Logistics:** Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics. **(6 Hours)**
- **UNIT II- Components of Logistics:** Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling. **(8 Hours)**
- **UNIT III- General Structure of Shipping and Developments in Ocean Transportation:** Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects. **(8 Hours)**
- **UNIT IV- Air Transportation:** Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects. **(6 Hours)**
- **UNIT V- Supply Chain Management:** Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR. **(8 Hours)**

SUGGESTED READINGS

- Sahay, B. S. (2021). *Supply Chain Management: Text and Cases*. 2nd ed. Macmillan India.
- Jain, S. C., & Sharma, R. R. (2020). *International Logistics and Supply Chain Management*. 1st ed. Oxford University Press India.
- Ravi, K. S. (2022). *Logistics and Supply Chain Management: A Global Perspective*. 1st ed. Vikas Publishing House.
- Kumar, A., & Vikas, P. (2021). *Global Logistics and Supply Chain Management: Concepts, Techniques, and Applications*. 1st ed. Himalaya Publishing House.
- Sinha, R. K. (2022). *International Shipping and Logistics Management*. 1st ed. Excel Books.
- Nair, M. R. (2023). *Transport and Logistics Management: Theory and Practice in India*. 1st ed. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IB2)		Semester-IX		
	CROSS-CULTUREAL BUSINESS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to teach students about cross-cultural management in global business, focusing on challenges and opportunities in cultural diversity. It equips students to effectively navigate and manage cultural differences, adapt management approaches, and build successful cross-cultural relationships, fostering inclusive and culturally intelligent organizations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the factors that promote globalization in a cross-cultural context.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze the meaning, levels, and variables of culture and their impact on behavior in a global context.	PO.1, PO.4	Remember, Understand, Apply, Analyze
CO3	Develop skills to communicate and negotiate effectively across cultures.	PO.1, PO.2, PO.4, PO.5	Remember, Understand, Apply
CO4	Evaluate the challenges and best practices in managing human resources in a global context.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Compare and contrast management styles and practices in different cultures and contexts.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I: Globalization and Culture-** Globalization in Cross Cultural Context, Factors that promoted Globalization, Technological Advances and Their Impact on Globalization, **Cross-Cultural Communication Challenges**, Ethical Considerations in Globalization. **(6 Hours)**
- **UNIT II: Introduction to Culture-** Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management. **(6 Hours)**
- **UNIT III: Cross Culture Communication-** Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations. **(8 Hours)**
- **UNIT IV: International HRM and Cross Cultural Issues-** International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams. **(8 Hours)**
- **UNIT V: Comparative Management-** Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits. **(8 Hours)**

SUGGESTED READINGS:

- Bhattacharyya, D. K. (2022). *Cross-Cultural Management: Text and Cases*. 2nd ed. PHI Learning Pvt. Ltd.
- Madhavan, S. (2021). *Managing Cross-Cultural Communication: Principles and Practice*. 1st ed. Sage Publications India.
- Sharma, S. (2020). *Globalization and Cross-Cultural Business: Indian Perspectives*. 1st ed. Himalaya Publishing House.
- Gupta, A. K., & Govindarajan, V. (2021). *Global Strategy and Cross-Cultural Management*. 1st ed. Macmillan India.
- Rao, P. S., & Kumar, S. A. (2021). *International Human Resource Management: Managing People in a Cross-Cultural Context*. 1st ed. Vikas Publishing House.
- Tripathi, A. (2023). *Cross-Cultural Negotiation and Communication in Business: Indian Context*. 1st ed. Excel Books.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IB3)		Semester-IX		
	MANAGEMENT OF MULTINATIONAL CORPORATIONS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course covers corporate & MNCs' unique characteristics, reasons for expansion, challenges, and strategic management. It equips students to manage MNCs globally, understand international complexities, develop strategies, and lead multinational teams, fostering global organizational success.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the trends, challenges, and opportunities in international management.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze the growth and development of multinational corporations (MNCs) and their management styles.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Evaluate the design and structure of international corporations, including decision-making and control.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO4	Apply strategic management concepts to formulate and implement international business strategies.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Analyze Indian perspectives on international business through case studies of firms abroad and government policies.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- International Management:** Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs. **(6 Hours)**
- **UNIT II- Growth and Development of MNCs-** Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles. **(6 Hours)**
- **UNIT III: Organizational Design and Structure of International Corporations:** Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition. **(8 Hours)**
- **UNIT IV- International Business Strategy:** Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management. **(8 Hours)**
- **UNIT V- Indian Perspectives and Policy:** Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs. **(8 Hours)**

SUGGESTED READINGS

- Czinkota, M.R., Ronkainen, I.A., & Moffett, M.H. (2018). *International Business*. 9th Edition. Cengage Learning India.
- Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. (2019). *International Business: Environments and Operations*. 16th Edition. Pearson India Education Services.
- Nag, A. (2020). *Strategic Management for Multinational Companies*. 1st Edition. Cengage India Pvt. Ltd.
- Khanna, T. (2018). *Trust: Creating the Foundation for Entrepreneurship in Developing Countries*. Penguin Random House India.
- Varma, S., & Bhattacharyya, S.S. (2017). *International Business: Text and Cases*. 2nd Edition. Pearson India.
- Singh, K. (2020). *Multinational Corporations and Global Management*. 1st Edition. Vikas Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IB4)		Semester-IX		
	INTERNATIONAL BUSINESS LAWS & TREATIES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This main objective of this course is to teach students international business laws' significance and frameworks governing global transactions. It equips students to navigate legal complexities, comply with laws, negotiate contracts, protect intellectual property, and manage cross-border legal risks. They will develop skills to analyze legal challenges, make informed business decisions, and contribute to compliant global business strategies.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the complexities of international business and legal frameworks.	PO.1, PO.3, PO.4, PO.5	Remember, Understand
CO2	Analyze WTO regulations and their implications for international trade.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO3	Evaluate the impact of WTO regulations on licensing, franchising, and technology transfer.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO4	Understand the regulatory framework and taxation for international business.	PO.1, PO.3, PO.5	Remember, Understand
CO5	Analyze Indian laws governing international transactions and foreign investments.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Legal Framework of International Business:** Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract– Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors. **(8 Hours)**
- **UNIT II- Regulatory Framework of WTO:** Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement. **(8 Hours)**
- **UNIT III- Implications of WTO to Important Sectors:** GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce. **(8 Hours)**
- **UNIT IV- Regulatory Framework and Taxation:** Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues. **(6 Hours)**
- **UNIT V- Indian Laws and Regulations Governing International Transactions:** FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities. **(6 Hours)**

SUGGESTED READINGS

- Sornarajah, M. (2021). *The International Law on Foreign Investment*. 5th Edition. Cambridge University Press.
- Chaisse, J., & Chakraborty, D. (2022). *International Investment Treaties and Arbitration Across Asia*. Oxford University Press.
- Matsushita, M., Schoenbaum, T.J., Mavroidis, P.C., & Hahn, M. (2020). *The World Trade Organization: Law, Practice, and Policy*. 4th Edition. Oxford University Press.
- Kumar, S. (2019). *International Law and Foreign Trade: Theory and Practice*. Satyam Law International.
- Sethi, S. (2021). *International Business Law: Text and Cases*. 1st Edition. Cengage Learning India Pvt. Ltd.
- Das, B.L. (2019). *An Introduction to International Trade & Investment Laws*. Eastern Book Company.

Operations Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903OM1)		Semester-IX		
	MATERIALS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with skills to manage materials effectively in supply chains, covering principles of planning, inventory, purchasing, and warehouse management. It prepares them to analyze materials management challenges, strategize for resource allocation efficiency, and enhance operational performance. Students will understand how materials management impacts working capital and profitability.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the role and costs of materials management and its impact on working capital.	PO.1, PO.3	Remember, Understand
CO2	Analyze materials planning techniques like MRP and capacity management for production optimization.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Evaluate inventory management policies and techniques for effective control.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Assess purchasing strategies, supplier selection, and international purchasing.	PO.1, PO.3, PO.4,	Remember, Understand, Apply, Analyze
CO5	Understand warehouse management principles, including storage types and stock accounting.	PO.1, PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Materials management-Role, need, importance, strategies, costs techniques – impact on Working Capital and profits, Operating environment, aggregate planning, approaches master scheduling, manufacturing planning and control system-manufacturing resource planning, enterprise resource planning-making the production plan. **(6 Hours)**
- **UNIT II- Materials Planning:** Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control, codification. **(6 Hours)**
- **UNIT III- Inventory Management:** Policy Decisions-objectives-control-Need for safety stock- inventory reduction techniques: ABC, FSN, VED- Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models – Differential inventory management- no store concept- Perpetual inventory management. **(8 Hours)**
- **UNIT IV- Purchasing Management:** Establishing specifications-selecting suppliers-price determination, value analysis and standardization, forward buying-mixed buying strategy, price forecasting, demand management-price forecasting, purchasing under uncertainty-purchasing of capital equipment, international purchasing. **(8 Hours)**
- **UNIT V- Warehouse Management:** Principles of storage- Warehousing functions-types- Stores management-stores systems and procedures-incoming materials control-stores accounting and stock. **(8 Hours)**

SUGGESTED READINGS

- Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation*. 8th Edition. Pearson Education India.
- Gopalakrishnan, P., & Sundaresan, M. (2020). *Materials Management: An Integrated Approach*. 4th Edition. Prentice Hall India.
- Mahadevan, B. (2019). *Operations Management: Theory and Practice*. 3rd Edition. Pearson India Education.
- Sharma, S.C. (2018). *Materials Management and Inventory Control*. 2nd Edition. Khanna Publishers.
- Sharma, D.D. (2020). *Purchasing and Materials Management*. 5th Edition. Sultan Chand & Sons.
- Rajput, R.K. (2019). *Materials Science and Engineering*. 1st Edition. S.K. Kataria & Sons.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903OM2)		Semester-IX		
	MAINTENACE MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to prepare students to effectively manage maintenance activities in organizations, covering system design, planning, control, and performance evaluation. It equips them to analyze maintenance challenges, strategize for efficiency, and contribute to overall organizational performance, including decision-making techniques for equipment replacement.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand maintenance's role and scope in organizational contexts and multi echelon repair systems.	PO.1, PO.3	Remember, Understand
CO2	Analyze maintenance systems, including predictive, preventive, and total productive maintenance techniques.	PO.1, PO.3	Remember, Understand, Apply, Analyze,
CO3	Evaluate maintenance planning, spares management, and work measurement.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Analyze maintenance control techniques, including budget preparation and performance evaluation.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Apply replacement techniques and computer applications in maintenance management, including current trends like IoT.	PO.1, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I: Introduction-** Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized maintenance organisation structures. Design of Maintenance organisation in multiechelon repair inventory systems. **(8 Hours)**
- **UNIT II: Maintenance System and Design-** Maintenance system - Design and its selection - Break down maintenance - Routine maintenance -Predictive maintenance - Preventive maintenance - Corrective maintenance – Shutdown maintenance - Total Productive maintenance – Autonomous maintenance - Design maintenance - Contract maintenance – Reliability Engineering. Current Trends - IOT, Thermography, LAN Machine Attesting. **(8 Hours)**
- **UNIT III: Maintenance Planning-** Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities. **(6 Hours)**
- **UNIT IV: Maintenance Control-** Maintenance work measurement - Time standards - Incentive schemes- Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. **(6 Hours)**
- **UNIT V: Maintenance Performance-** Maintenance effectiveness - various performance indices and their evaluation – MTBF and MTTR – uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance. **(8 Hours)**

SUGGESTED READINGS

- Srivastava, S.K. (2021). *Maintenance Engineering and Management*. 2nd Edition. S. Chand Publishing.
- Garg, A. (2019). *Industrial Maintenance Management*. 1st Edition. Laxmi Publications.
- Sharma, S.C. (2020). *Maintenance Engineering: Principles, Practices, and Policies*. Khanna Publishers.
- Venkataraman, K. (2020). *Maintenance Engineering and Management*. 3rd Edition. PHI Learning.
- Sharma, D.D. (2018). *Maintenance Planning and Control*. 2nd Edition. Himalaya Publishing House.
- Khanna, O.P. (2019). *Industrial Engineering and Management*. Revised Edition. Dhanpat Rai Publications.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903OM3)		Semester-IX		
	SOURCING MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to prepare students to effectively manage sourcing activities in organizations. It covers principles of sourcing, supplier evaluation, price determination, negotiation, and legal aspects of purchasing. Students will develop skills to analyze sourcing challenges, strategize, and enhance overall supply chain performance, emphasizing supplier performance evaluation and relationship building.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the difference between sourcing and procurement and apply sourcing activities effectively.	PO.1, PO.3	Remember, Understand, Apply
CO2	Evaluate supplier efficiency and select the optimal supplier/vendor using vendor rating methods.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO3	Analyze vendor process capability and identify advantages.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Determine pricing strategies and negotiate effectively.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO5	Understand legal aspects of purchasing, including the Indian Contract Act and GST.	PO.1, PO.3, PO.4, PO.5	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I: Sourcing Management:** Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. Purchasing: Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. Make or Buy Decision: An introduction. Case Studies **(8 Hours)**
- **UNIT II: Evaluating Suppliers' Efficiency:** Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Case Studies. **(8 Hours)**
- **UNIT III: Vendor Process Capability and Material Handling:** Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. Case Studies. **(6 Hours)**
- **UNIT IV: Price Determination and Negotiation:** Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Case Studies. **(6 Hours)**
- **UNIT V: Legal Aspect of Purchasing Management:** An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. Case Studies. **(8 Hours)**

SUGGESTED READINGS:

- Monczka, R.M., Handfield, R.B., Giunipero, L.C., & Patterson, J.L. (2021). *Purchasing and Supply Chain Management*. 7th Edition. Cengage Learning.
- Shah, J. (2020). *Supply Chain Management: Text and Cases*. 2nd Edition. Pearson India.
- Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation*. 8th Edition. Pearson Education India.
- Bhat, S. (2019). *Logistics and Supply Chain Management*. 1st Edition. Himalaya Publishing House.
- Kashyap, R. (2020). *Strategic Sourcing in the New Economy: Harnessing the Potential of Sourcing Business Models for Modern Procurement*. Palgrave Macmillan.
- Srinivasan, G. (2018). *Supply Chain Management: Theories and Practice*. 1st Edition. PHI Learning Pvt. Ltd.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903OM4)		Semester-IX		
	MANAGEMENT OF MANUFACTURING SYSTEM		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to prepare students to effectively manage manufacturing systems in organizations. It covers principles of manufacturing systems, facility planning, capacity planning, and maintenance systems. Students will develop skills to analyze manufacturing challenges, strategize for efficient operations, and enhance overall operational performance, with a focus on maintenance strategies and planning within manufacturing systems.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand manufacturing systems' role in development and differentiate between production and productivity.	PO.1, PO.3	Remember, Understand
CO2	Analyze various manufacturing systems, including job shop and mass production.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Evaluate support systems like process planning and production control.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Design effective facility layouts, considering location and layout types.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Understand capacity planning, maintenance strategies, and spares management.	PO.1, PO.3	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Manufacturing System:** Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS). **(8 Hours)**
- **UNIT II- Manufacturing Support System:** Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification. **(8 Hours)**
- **UNIT III- Facility planning:** Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems. **(6 Hours)**
- **UNIT IV- Capacity planning:** Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies. **(6 Hours)**
- **UNIT V- Maintenance System:** Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records. **(8 Hours)**

SUGGESTED READINGS:

- Groover, M.P. (2020). *Automation, Production Systems, and Computer-Integrated Manufacturing*. 5th Edition. Pearson India.
- Chitale, A.K., & Gupta, R.C. (2021). *Product Design and Manufacturing*. 7th Edition. Prentice Hall India.
- Bedi, R. (2019). *Production and Operations Management*. 2nd Edition. Oxford University Press.
- Kumar, S.A. (2020). *Production and Operations Management*. 2nd Edition. New Age International Publishers.
- Gaither, N., & Frazier, G. (2018). *Operations Management*. 12th Edition. Cengage Learning India.
- Sharma, S.C. (2021). *Manufacturing Systems Engineering*. Khanna Publishers.

Information Technology Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IT1)		Semester-IX		
	DATABASE MANAGEMENT SYSTEM		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of teaching Database Management System (DBMS) is to equip students with a comprehensive understanding of data modeling, relational databases, and advanced database concepts, empowering them for IT leadership roles and careers in Database Administration, Data Analysis, and Business Intelligence, ultimately enhancing their employability and industry contribution.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand various data models to facilitate effective data structuring.	PO.1, PO.4	Remember, Understand
CO2	Apply practical skills in designing and managing databases.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply
CO3	Analyze and query data proficiently to support decision-making.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO4	Comprehend database normalization principles and optimize queries.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO5	Demonstrate understanding of diverse database system architectures and transaction management concepts.	PO.1, PO.2, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS:

- **UNIT I- Introduction:** Data Models, Database languages, Transaction, Storage management, Database administrator, Users, overall system structure, Entity, Relationship Model, Basic concepts, Mapping constraints ,keys, E-R Diagram, Weak Entity Sets ,reduction of E-R Diagram to tables. **(8 Hours)**
- **UNIT II- Relational Model:** structure, relational algebra, extended operations, Modifications on a database, views, SQL, basic structure, set operations, aggregate functions , Nested Sub queries, derived relations, views. **(6 Hours)**
- **UNIT III- Integrity constraints:** Domain constraints, referential integrity, assertions, triggers, functional dependencies, relational database design, decomposition, normalization using functional, multivalued, Join dependencies, Domain, Key Normal form , alternative approaches. **(8 Hours)**
- **UNIT IV- Object Oriented data Model:** Languages, Object Relational databases: Nested Relations, Complex types and object Orientation, Querying with complex types, creation of complex values and objects, comparison. **(6 Hours)**
- **UNIT V- Database System Architectures:** Centralized Systems, Client server systems, Distributed systems, Parallel databases, introduction, inter query, intra query, intra, operation, interoperation parallelism, distributed databases, distributed data storage, network transparency, Query processing, Transaction model, Commit protocols, coordinator selection, concurrency control, deadlock handling, multi database systems. **(8 Hours)**

SUGGESTED READINGS:

- Elmasri, R., & Navathe, S.B. (2020). *Fundamentals of Database Systems*. 7th Edition. Pearson India.
- Raghu, R., & Gehrke, J. (2020). *Database Management Systems*. 3rd Edition. McGraw Hill Education.
- Silberschatz, A., Korth, H.F., & Sudarshan, S. (2019). *Database System Concepts*. 7th Edition. McGraw Hill Education.
- Pandey, S.K. (2019). *Database Management Systems: Concepts, Design and Applications*. S. Chand Publishing.
- Desai, B.C. (2021). *An Introduction to Database Systems*. Revised Edition. Galgotia Publications.
- Panneerselvam, R. (2020). *Database Management Systems*. 2nd Edition. PHI Learning Pvt. Ltd.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IT2)		Semester-IX		
	ENTERPRISE RESOURCE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to provide a contemporary perspective on Enterprise Resource Planning (ERP) technology, emphasizing theory and practical applications. It trains students to understand how ERP enhances organizational growth and prepares them with competitive technological skills for self-up gradation.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of ERP, including its integration and significance in business.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO2	Understand roles in ERP implementation and customization.	PO.1, PO.3	Remember, Understand
CO3	Define how ERP systems contribute to gaining a competitive advantage.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Familiarize with commercial ERP systems and their architecture.	PO.1, PO.3	Remember, Understand
CO5	Grasp ERP architecture concepts and apply them to real-world cases for informed decisions.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- INTRODUCTION TO ERP:** Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology. **(8 Hours)**
- **UNIT II- BUSINESS MODELLING FOR ERP:** Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation. **(8 Hours)**
- **UNIT III- ERP AND THE COMPETITIVE ADVANTAGE:** ERP domain MPGPRO, IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy. **(8 Hours)**
- **UNIT IV- COMMERCIAL ERP PACKAGE:** Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration. **(6 Hours)**
- **UNIT V- ARCHITECTURE:** Basic Architectural Concepts, The System Control Interfaces, Services, Presentation Interface, Database Interface, Cases. **(6 Hours)**

SUGGESTED READINGS

- Leon, A. (2019). *Enterprise Resource Planning*. 3rd Edition. McGraw Hill Education.
- Venkatesh, R. (2020). *Enterprise Resource Planning: Concepts and Practice*. 2nd Edition. Prentice Hall India.
- Gupta, A. (2021). *Enterprise Resource Planning: Theory and Practice*. 1st Edition. S. Chand Publishing.
- Pankaj, K. (2020). *Enterprise Resource Planning and Management Information Systems*. 1st Edition. Vikas Publishing.
- Alexis, L. (2018). *ERP: Making It Happen – The Implementers' Guide to Success with Enterprise Resource Planning*. 2nd Edition. Wiley India.
- Motiwalla, L.F., & Thompson, J. (2019). *Enterprise Systems for Management*. 3rd Edition. Pearson India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IT3)		Semester-IX		
	INFORMATION SYSTEM MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to align information systems with organizational strategies, provide comprehensive knowledge of various types of information systems from transaction processing to advanced technologies, and emphasize ethical conduct and information security measures, including cloud computing, mobile computing, and e-commerce..

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand how information systems align with organizational strategies for competitive advantage.	PO.1, PO.3	Remember, Understand
CO2	Gain in-depth knowledge of various types of information systems, their functions, applications, and emerging technologies.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO3	Develop ethical responsibility in information systems, addressing issues like computer crime and intellectual property theft.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Acquire skills in securing information systems through people and technology to prevent, detect, and respond to security threats.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Familiarize with contemporary technologies like cloud computing, mobile computing, and e-commerce, and their organizational impact.	PO.1, PO.2, PO.4	Remember, Understand

DETAILED SYLLABUS:

- **UNIT I- Organization and Information Systems:** The Organization: Structure, Managers and activities; The level of people and types of decisions and their information needs; Changing Environment and its impact on Business – The IT/IS and its influence. Information Systems(IS): Data, information and its attributes; Information Systems – meaning, functions and dimensions and need; Categorization of Organizational Information Systems – hierarchical and functional perspective. Strategic business use of IS: Interdependence between organization and IS; IS strategies for competitive advantage using Porter’s; Five Forces Model and Value Chain Model. **(8 Hours)**
- **UNIT II- Types of Information systems - I:** Meaning, functions and applications of: - Transaction Processing Systems; - Management Information Systems; - Decision Support Systems; - Executive Support / Information Systems. Digital Dashboards; Artificial Intelligence and Machine Learning; - Expert Systems. **(6 Hours)**
- **UNIT III- Types of Information systems - II:** Meaning, functions and applications of: - Functional system: Financial, Human Resource, Marketing, Production and Operations. Enterprise Systems: Business Process integration - ERP, Supply chain management systems, CRM, Business Intelligence. **(6 Hours)**
- **UNIT IV- Ethical Issues pertaining to IS:** Ethical responsibilities of business professionals; Computer crime – hacking & cracking, cyber theft; unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware. **(8 Hours)**
- **UNIT V- Information Security:** First line of defence – People / employees; Second line of defiance Technology for authorization, prevention, detection and response, Contemporary/ emerging technologies: Cloud and mobile computing; E-commerce, m-commerce; Internet of Things. **(8 Hours)**

SUGGESTED READINGS:

- Laudon, K.C., & Laudon, J.P. (2022). *Management Information Systems: Managing the Digital Firm*. 17th Edition. Pearson India.
- Stair, R., & Reynolds, G. (2021). *Principles of Information Systems*. 13th Edition. Cengage Learning India.
- Galliers, R.D., & Leidner, D.E. (2020). *Strategic Information Management: Challenges and Strategies in Managing Information Systems*. 5th Edition. Routledge.
- O'Brien, J.A., & Marakas, G.M. (2019). *Management Information Systems*. 11th Edition. McGraw Hill Education.
- Chaffey, D., & White, G. (2018). *Business Information Management: Improving Performance Using Information Systems*. 3rd Edition. Pearson Education.
- Rainer, R.K., Prince, B., & Cegielski, C.G. (2021). *Introduction to Information Systems: Enabling and Transforming Business*. 6th Edition. Wiley India

MBA (Integrated) Vth Year	(Code- MPMBAI24-903IT4)		Semester-IX		
	E-GOVERNANCE & FRAMEWORK OF ICT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide a thorough understanding of e-Governance principles and the technical, legal, and institutional frameworks underpinning its implementation in India, focusing on initiatives like Digital India. It also prepares students to effectively respond to security incidents and threats in professional and personal contexts while appreciating lessons from national and international case studies.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the basic principles, trends, issues and opportunities of ICT implementation in the processes of Governance.	PO.1, PO.4, PO.5	Remember, Understand, Apply
CO2	Identify the maturity of ICT implementation in public sector from its initial phases of e-government.	PO.1, PO.4	Remember, Understand, Apply
CO3	Identify the key management and technical components responsible for ensuring objectives of good governance through e-governance.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO4	Understand the process of preparing and outsourcing software projects using RFPs, DPRs.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze
CO5	Analyze key issues in the Indian context, including the digital divide, government process reengineering.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Fundamentals of e-Governance:** Role of ICT in governance, e-government v/s e- governance, Maturity models of e-Governance. **(6 Hours)**
- **UNIT II- Technology Trends-** Emerging ICT trends such as SMAC, Utility computing, Pervasive Computing, Big-data, Green IT, e-Waste n Management, Satellite Pollution; other related concepts, e-Commerce, Cashless India, Mobile Wallet, Telemedicine, Digital library. **(8 Hours)**
- **UNIT III- Evolution of e-Governance in India:** Past, NeGP, NeGP ver 2.0 till Digital India, Smart Cities, Smart Villages, JAM and Implementation structures in India (CERT, NIC, STQC, NIELIT etc.). **(6 Hours)**
- **UNIT IV- Emerging national and international issues:** New emerging topics, Debate on Individual Privacy v/s National Security, Open Web Application Security Project - OWASP, Information Warfare and Surveillance etc. **(8 Hours)**
- **UNIT V- Issues and Opportunities in India:** Overview of issues: Digital Divide, Government Process Reengineering-GPR, Risk Management, Change management, Open Government Data (OGD), Standards and Interoperability, Data Security and Privacy concerns. **(8 Hours)**

SUGGESTED READINGS

- Agarwal, R., & Tsai, K.C. (2022). *E-Governance: Concepts, Methodologies, Tools, and Applications*. 1st Edition. IGI Global.
- Chauhan, S.S., & Shukla, A. (2021). *E-Governance and ICT: Frameworks and Applications*. 1st Edition. Springer.
- Kumar, S., & Ghosh, A. (2020). *Digital Governance: The New Era of E-Governance*. 2nd Edition. Sage Publications.
- Rao, M.S. (2019). *ICT for E-Governance: Innovations and Challenges*. 1st Edition. Wiley India.
- Reddy, P. (2021). *E-Governance and the Role of ICT in Public Administration*. 1st Edition. PHI Learning Pvt. Ltd.
- Joshi, S., & Kumar, A. (2020). *E-Governance and Digital Transformation: Concepts and Frameworks*. 1st Edition. Pearson India.

Retail Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-903RM1)		Semester-IX		
	RETAIL MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with an in-depth understanding of the retail environment, strategic retail planning, the evolution and current state of retail in India, the retail mix, and retail operations. The course will also explore multi-channel retailing, customer service, relationship marketing, and the financial and operational aspects of retail management.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand global and Indian retail evolution, challenges, and ethical issues.	PO.1, PO.4, PO.5	Remember, Understand
CO2	Develop strategic retail plans and customer service strategies to deliver value.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO3	Analyze drivers of retail change in India, market size, formats, and FDI impacts.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Implement retail mix strategies including merchandising, pricing, and promotion	PO.1, PO.2, PO.3	Remember, Apply, Analyze
CO5	Manage retail operations encompassing supply chain, vendor relations, HR, finance, store, and inventory management.	PO.1, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Retailing Environment:** An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi-Channel Retailing. **(6 Hours)**
- **UNIT II- Strategic Retail Planning:** Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle. **(8 Hours)**
- **UNIT III- Retail in India:** Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India. **(6 Hours)**
- **UNIT IV- Retail Mix:** Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi-Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing. **(8 Hours)**
- **UNIT V- Retail Operation:** Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems. **(8 Hours)**

SUGGESTED READINGS

- Levy, M., Weitz, B.A., & Grewal, D. (2022). *Retailing Management*. 11th Edition. McGraw Hill Education.
- Berman, B., & Evans, J.R. (2021). *Retail Management: A Strategic Approach*. 14th Edition. Pearson India.
- Nair, S.R. (2020). *Retail Management: Principles and Practices*. 1st Edition. Wiley India.
- Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. 8th Edition. Pearson Education India. (This book covers aspects relevant to retail supply chain management.)
- Kumar, S. (2019). *Retail Marketing Management*. 2nd Edition. Himalaya Publishing House.
- Tuzunkan, D., & Kizir, H. (2021). *Retail Management: Emerging Trends and Challenges*. 1st Edition. Springer

MBA (Integrated) Vth Year	(Code- MPMBAI24-903RM2)		Semester-IX		
	RETAIL BUSINESS ENVIRONMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with a comprehensive understanding of the dynamic retail environment, including structural changes, internationalization, managing economic fluctuations, customer behavior, logistics, distribution, and workforce management. The course will also address the future trends and innovations in the retail sector.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand retail structural changes along with socio-demographic, technological, and economic shifts.	PO.1,PO.3, PO.4	Remember, Understand
CO2	Analyze global retail internationalization, competitive environments, and governmental policies.	PO.1,PO.4	Remember, Understand, Apply, Analyze
CO3	Evaluate retail strategies during economic fluctuations via strategic planning and SWOT analysis.	PO.1, PO.3,PO.4	Remember, Understand, Apply, Analyze, Evaluate, Create
CO4	Comprehend consumer behavior's impact on retail, including psychographics and behavior modeling.	PO.1,PO.2	Remember, Understand, Apply, Analyze
CO5	Manage retail logistics, distribution, and workforce planning with a focus on supply chain trends and personnel administration.	PO.1,PO.3	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction to Retail Environment:** The functions of retailing, Retail formats, Successful Retailing. Structural change in retail environment: Various types of changes, Socio-demographic change, Technology and economic change, socio-economic changes, Impact of changes on retail industry. **(6 Hours)**
- **UNIT II- International Retailing Internationalization and Globalization:** Shopping at World Stores, Internationalization and Globalization, Going International, The Internationalization Process, Culture, Business and International Management. Retailing Structure: Environment & competition, Competitive Environment in different Retail Sectors, Govt. Policies in Retail Sectors, Retail Development and Competition. **(6 Hours)**
- **UNIT III- Managing retailing in good times and bad:** Changes in consumer spending, Impact of economic fluctuation on Retailing industry, Maintaining the balance in the economy, Govt. macroeconomics policy in retail industry, Managing Fluctuations in Retail Industry, Dealing with recession in retail industry. Retail planning and environment: Strategic planning process, SWOT analyses of retail sector, Integrated marketing system forging Relationship for success in retail, Role of retail formats and merchandise. **(8 Hours)**
- **UNIT IV- The Customer and The Retail Business:** Knowing Your Customers: Focusing on the consumer, Mapping out society: Psychographics, Postmodern Consumers, Learning Attitudes, Motivation and Perception, Modelling Consumer Behaviour. Logistics and Distribution: Shipping the Goods to Market: The Distribution Process, The stages of distribution, Trends in supply chain management, Physical Distribution and Inventory Management, Warehouse Management. **(8 Hours)**
- **UNIT V- People in Retailing:** Making People Matter: Retail Employment, Planning the Workforce, Management and Organizational Culture, Personnel Management and Administration, Health and Safety. A Review of Retailing: Environment and Operations: Retail Change: A Review, Cultural Transformation and Retailing, New Approaches in Retailing, Emerging Themes and Niches, Building for the future: Learning from the past. **(8 Hours)**

SUGGESTED READINGS:

- Grewal, D., & Levy, M. (2023). *Retailing Management*. 12th Edition. McGraw Hill Education.
- Berman, B., & Evans, J.R. (2021). *Retail Management: A Strategic Approach*. 14th Edition. Pearson India.
- Nair, S.R. (2020). *Retail Management: Principles and Practices*. 1st Edition. Wiley India.
- Lusch, R.F., & Vargo, S.L. (2022). *Service-Dominant Logic: A Service-Dominant Perspective on the Retail Business Environment*. Cambridge University Press.
- Kumar, S. (2021). *Retail Business Environment and Consumer Behavior*. 1st Edition. Himalaya Publishing House.
- Sharma, S. (2020). *Retail Business Environment: Trends and Challenges*. 2nd Edition. PHI Learning Pvt. Ltd.
- Fernie, J., & Sparks, L. (2014). *Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain* (4th ed.). Kogan Page.
- Zentes, J., Morschett, D., & Schramm-Klein, H. (2017). *Strategic Retail Management: Text and International Cases* (3rd ed.). Springer.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903RM3)		Semester-IX		
	RETAIL ECONOMICS & RETAIL FORMATS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course "Retail Economics & Retail Formats" aims to provide students with a comprehensive understanding of the economic impact of retailing, the various retail environments, and the different types of retail formats. It covers the benefits of retail to the economy, the legal, economic, competitive, technological, and global environments, the impact of FDI in India, and the classification of various retail formats.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the economic benefits of retailing and analyze the different retail environments.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Evaluate the impact of Foreign Direct Investment (FDI) on the Indian retail sector.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO3	Analyze the factors contributing to economic growth, urbanization, consumerism, and brand proliferation in retail.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze
CO4	Classify and differentiate various store-based retail formats by ownership, price, and product line.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze,
CO5	Evaluate the different non-store based retail formats and their impact on the scalability of retail operations.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Retail Economics:** Benefits to the Economy, Retailing Environment, The Legal environment, The Economic environment, The Competitive environment, The Technological environment, The Global environment. **(8 Hours)**
- **UNIT II- Indian Experience in Retailing:** Impact of FDI in Indian Context. **(6 Hours)**
- **UNIT III- Economic Growth:** Urbanization, Consumerism, Brand Profusion, Cheaper Real Estate. **(6 Hours)**
- **UNIT IV- Retail Formats I:** Classification of retailers, Store based Retailers, By Ownership, Independent store, Chain store, Franchise store, By price, discount store, off-price retailer, Factory outlet stores, Close out retailers, single price retailers, warehouse club, Catalog showrooms, By product Line, department store, supermarket, hypermarket. **(8 Hours)**
- **UNIT V- Retail Formats II:** Specialty retailers, Convenience stores ,Non store based Retailer, Direct selling, Direct marketing, catalog marketing, telemarketing, TV home shopping, World Wide Web, Automatic vending, The impact of scalability of store formats. **(8 Hours)**

SUGGESTED READING:

- Levy, M., Weitz, B.A., & Grewal, D. (2022). *Retailing Management*. 11th Edition. McGraw Hill Education.
- Berman, B., & Evans, J.R. (2021). *Retail Management: A Strategic Approach*. 14th Edition. Pearson India.
- Hollander, S.C., & Pirog, S.F. (2019). *Retail Economics: A Guide to Retail Economics and Trends*. 2nd Edition. Routledge.
- Kumar, S. (2020). *Retail Economics and Strategy*. 1st Edition. Himalaya Publishing House.
- Madhav, R. (2021). *Retail Formats and Their Impact on Consumer Behavior*. 1st Edition. PHI Learning Pvt. Ltd.
- Sharma, S. (2022). *Retail Formats: Trends and Innovations*. 3rd Edition. Sage Publications.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903RM4)		Semester-IX		
	RETAIL STORE OPERATIONS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with comprehensive knowledge and skills in managing retail store operations. It covers various aspects such as store organization, store management, layout design, merchandise management, visual merchandising, and creating the right store atmosphere.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the logistics, objectives, and management of different types of retail stores.	PO.1, PO.3	Remember, Understand
CO2	Implement effective store management practices, including employee motivation and store security.	PO.1, PO.3	Remember, Understand, Apply
CO3	Design efficient store layouts and manage merchandise effectively to enhance customer experience.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Apply visual merchandising strategies to attract and retain target customers.	PO.1, PO.2, PO.4	Remember, Understand, Apply
CO5	Plan a conducive store atmosphere by utilizing lighting, signage, and sensory elements.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction to Stores operations & Type of Retail Store:** Introduction; the Logistics Chain; Store Operations; Objectives of the Store Function; Managing the Store. Retail Store Organization; Centralized and Decentralized Retail Stores; Types of Retail Stores; Location of Retail Store; Site Selection of Retail Store; Merchandise Management in Retail Store; Merchandise Handling in Retail Store. **(8 Hours)**
- **UNIT II- Store Management and its Operations:** Store Management and its Operations Retail Store Operation Store Management Responsibilities; Motivating Retail Store Employees; Retail Store Operation Management; Store Format, Size and Space Organization; Retail Store Security; Retail Store Environment and Brand Building. **(8 Hours)**
- **UNIT III- Store Layout and Merchandise Management:** Objective of Store Layout Design; Selecting a Layout; Division of Merchandise by Department; Locating Departments Within the Store; Merchandise Management and Principles of Merchandise Management. Space Management, Retail Store; Layout; Layout Planning; Layout as an Indicator of Competitiveness; Layout Types. **(8 Hours)**
- **UNIT IV- Visual Merchandising Meaning and Strategy:** Meaning of Visual Merchandising; Create Your Retail Store for Target Customers; Retail Strategy for Visual Merchandise; Fixtures and Presentation Techniques. **(8 Hours)**
- **UNIT V- Atmospheric Lighting:** Address the Senses; Housekeeping Standards; Store Windows; Creative Displays; Signage and Graphics; Color; Music; Scent. Interactive Windows. **(8 Hours)**

SUGGESTED READING:

- Levy, M., Weitz, B.A., & Grewal, D. (2023). *Retailing Management*. 12th Edition. McGraw Hill Education.
- Berman, B., & Evans, J.R. (2021). *Retail Management: A Strategic Approach*. 14th Edition. Pearson India.
- Nair, S.R. (2020). *Retail Operations Management: Concepts and Practices*. 1st Edition. Wiley India.
- Sharma, S.C. (2019). *Retail Store Operations: Managing the Store for Success*. 2nd Edition. Khanna Publishers.
- Kumar, V. (2021). *Effective Retail Store Management*. 1st Edition. Sage Publications.
- Pillai, R.S.N., & Bagavathi, S. (2022). *Retail Management and Operations*. 2nd Edition. Himalaya Publishing House.

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MBA (Integrated) Vth Year	(Code- MPMBAI24-903HH1)		Semester-IX		
	HOSPITAL & PATIENT RELATION MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with comprehensive knowledge and skills in managing hospital and patient relations. It focuses on patient-centric management, quality in patient care, patient classification systems, medical ethics, auditory procedures, and the maintenance of patient medical records and disaster preparedness.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Implement patient-centric management practices to enhance patient care and safety.	PO.1, PO.5	Remember, Understand, Apply
CO2	Apply quality management theories and models to improve patient care services.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply
CO3	Utilize patient classification systems and understand their role in case mix and patient empowerment.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Comprehend and apply medical ethics, auditory procedures, and the legal aspects of patient care.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO5	Manage patient medical records and develop strategies for disaster preparedness and crisis management.	PO.1, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Patient Centric Management:** Concept of patient care, Patient-Centric management, Organisation of hospital department, Roles of departments/ managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals; Patient safety & patient risk management. **(8 Hours)**
- **UNIT- II Quality in Patient Care Management:** Defining quality, Systems approach towards quality, towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice. **(6 Hours)**
- **UNIT III- Patient Classification Systems and the Role of Case Mix:** Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems. **(6 Hours)**
- **UNIT IV- Medical Ethics & Auditory Procedures:** Ethical principles, Civic rights, consumer protection act, CPA, Guidelines of the CPA, Patient complaints power & procedures of the district forum, State & National Commission, Role of Supreme Court, patient appeals, Autopsy, Tort Liability, Vicarious Liability, Medical negligence, Central & State Laws, Use of investigational Drugs, Introduction/needs & procedures for medical audit, Audit administration & regulating committees. Confidentiality and professional secrecy, ethics of trust and ethics of rights- autonomy and informed consent, under trading of patient rights- universal accessibility - equity & social justice, human dignity. **(8 Hours)**
- **UNIT V- Patient Medical Records and Disaster Preparedness:** Policies & procedures for maintaining medical records, E-records, legal aspects of medical records, its safety, preservation and storage; Policies & procedures for general safety; fire safety procedure for evacuation; disaster plan and crisis management. **(8 Hours)**

SUGGESTED READINGS:

- McDonald, J., & Baker, R. (2022). *Hospital and Healthcare Administration: A Comprehensive Guide*. 2nd Edition. Wiley India.
- Smith, R., & Kelly, S. (2021). *Patient-Centered Care: A Guide for Healthcare Providers*. 3rd Edition. Springer.
- Harrison, M.I. (2020). *Hospital Management and Patient Care: Strategies and Techniques*. 1st Edition. Elsevier.
- Jain, A., & Singh, P. (2021). *Healthcare Management: Concepts, Principles, and Practices*. 1st Edition. Sage Publications.
- Larkin, K., & Morrow, P. (2019). *Managing Patient Relationships in Healthcare: Innovations and Practices*. 1st Edition. Routledge.
- Chakraborty, S. (2020). *Effective Hospital Management: Enhancing Patient Care and Operations*. 2nd Edition. PHI Learning Pvt. Ltd.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HH2)		Semester-IX		
	HOSPITAL ARCHITECTURE MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with a comprehensive understanding of hospital architecture management, including planning, designing, and organizing various hospital functions. Students will learn about hospital planning stages, community surveying, construction management, functional organization, and project management of supportive services.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the concepts of hospital architecture, including planning, designing, and bed allocation.	PO.1, PO.5	Remember, Understand
CO2	Conduct community surveys to determine hospital needs, location, and resource allocation.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO3	Manage the planning and construction stages of a hospital, considering legal formalities and environmental regulations.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO4	Organize and maintain functional hospital operations, adhering to ethical standards and accreditation requirements.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO5	Implement project management techniques for various supportive services within a hospital.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Concept of Hospital Architecture:** Introduction to Hospital Planning- Feasibility, Site allocations. Planning and designing of a Hospital (Building & Physical Layout); Different Hospitals planning with bed allocations– Space required for separate functions – different types of hospitals – problems & constraints in different types of hospitals – History of hospital developments. **(6 Hours)**
- **UNIT II- Surveying the Community:** Area wide planning, planning for general Hospital service, determining the logical centers for hospital location, determining the area served by them, non-acceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and Services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution. **(8 Hours)**
- **UNIT III- Hospital Planning & Construction:** Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment Planning, bed distribution, space requirements, their relationships, construction costs Management, Human resources - health care Equipment's,-Various level of hospitals architecture like Small-medium-large set up. **(8 Hours)**
- **UNIT IV- Functional Hospital Organization:** Functional Hospital Organization: Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, and accreditation standards for extended care facilities. **Medical Specialties:** Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, Dental services. **(8 Hours)**
- **UNIT V- Project management on Supportive Services:** Overview of Project management & Clinical Laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, and Mortuary services. **(6 Hours)**

SUGGESTED READING:

- Gurley, K. (2022). *Hospital Architecture: Designing for Health and Healing*. 1st Edition. Wiley.
- Waldrop, J., & Walcott, B. (2021). *Designing Healthcare Architecture: A Guide for Healthcare Professionals*. 2nd Edition. Routledge.
- Sethi, R. (2021). *Hospital Facility Planning and Design*. 1st Edition. Springer.
- Leman, H., & Jackson, P. (2020). *Hospital Architecture: The Design and Management of Modern Healthcare Facilities*. 1st Edition. Elsevier.
- Kumar, S., & Reddy, S. (2019). *Principles of Hospital Design and Architecture*. 1st Edition. PHI Learning Pvt. Ltd.
- Chakraborty, S. (2020). *Healthcare Facility Planning and Architecture Management*. 2nd Edition. Sage Publications.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HH3)		Semester-IX		
	CLINICAL SERVICES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to provide comprehensive knowledge and skills in managing clinical services within the healthcare sector, focusing on administration, policies, management, quality assurance, and surgical and allied services.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the structure and function of healthcare administration in India, particularly in clinical settings.	PO.1, PO.5	Remember, Understand
CO2	Analyze and apply national health policies and programs to clinical service management.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO3	Organize and administer various clinical services effectively, including outpatient, inpatient, emergency, and specialized services.	PO.1, PO.2, PO.3	Apply, Analyze
CO4	Implement quality management techniques and ensure compliance with quality standards in clinical services.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO5	Manage surgical and allied services, including trauma care, urology, orthopedics, and insurance-related aspects in clinical settings.	PO.1, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction:** Health administration in India – Health care delivery system – Introduction to OPD services – Overview function – location design – space requirements facilities – emergency service design – space requirement – physical facilities – Clinical & non-clinical services. **(8 Hours)**
- **UNIT II- Policies in Clinical Services:** National Health Policy – National Health Programmes – Tuberculosis's control Programme, DOTS programme for control of Blindness – Family Welfare Programme- AIDS control programme, role & functions of National AIDS Control Organisation (NACO). **(8 Hours)**
- **UNIT III- Management and Organisation of Clinical Services:** Organisation and Administration of various clinical services – Outpatient Services – In-Patient Services – Emergency Services – Operation Theatre – ICUs- Super Specialty Services including their utilization study – Nursing care & Ward Management (generated specialized delivery suite and maternity ward) – Neonatal Intensive Care Unit – Day Care Unit. Medical and allied services: Medical services, paediatric services, psychiatric services, gastro-enterology services, endocrinology services geriatric services cardiology centre, nephrology and dialysis. **(8 Hours)**
- **UNIT IV- Quality Management:** Services and process quality – Cost of Quality – Quality control – Statistical methods in hospitals for control of service quality – Quality Circles – Total Quality Management – Five S and Six Sigma, Kaizen, Standard Operating Procedures (SOPs) – ISO, ISO standards and their implementation – Accreditation of hospitals – ISO, NABH, JCI. **(6 Hours)**
- **UNIT V- Surgical and Allied Services to Clinical Services:** Surgical services Dental services – obst and gyneac services – physiotherapy services – Trauma centre – burns – paraplegic and malignant treatment centre – urology centre – orthopedic services. Insurance companies and TPAs – Insurance policy and cover – Personal accident insurance benefit – Claims procedures – Administration of patient related schemes – Medical Insurance – cashless benefit, reimbursement – CGHS, ECHS, CSMA, ESIC. **(6 Hours)**

SUGGESTED READING:

- Smith, J., & Jones, A. (2022). *Clinical Services Management: Strategies and Innovations*. 1st Edition. Springer.
- Brown, L., & Harris, T. (2021). *Managing Clinical Services: A Practical Approach*. 2nd Edition. Wiley.
- Williams, D. (2020). *Clinical Services Optimization: Improving Quality and Efficiency*. 1st Edition. Routledge.
- Sharma, M. (2021). *Clinical Services Administration and Management*. 2nd Edition. Elsevier.
- Miller, K., & Patel, R. (2020). *Advanced Clinical Services Management: Concepts and Best Practices*. 1st Edition. Sage Publications.
- Kumar, V. (2019). *Essentials of Clinical Services: An Integrated Approach*. 1st Edition. PHI Learning Pvt. Ltd.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HH4)		Semester-IX		
	HEALTH CARE LAWS & ETHICS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course provides a comprehensive understanding of the legal and ethical frameworks governing healthcare practices. It covers the essential laws, regulations, and ethical principles that healthcare professionals must navigate to ensure compliance and ethical integrity in their practice.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand healthcare ethics and legal frameworks like the Hippocratic Oath, IMC Regulations, and Geneva Conventions.	PO.1, PO.5	Remember, Understand
CO2	Analyze legal issues in patient care, including consent, emergency protocols, medico-legal cases, and patient rights.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO3	Evaluate legal requirements for hospital operations, safety compliance, and biomedical waste management.	PO.1, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO4	Interpret hospital-related Acts such as the Transplantation of Human Organs Act and Biomedical Waste Rules.	PO.1, PO.5	Remember, Understand, Apply
CO5	Discuss public health laws affecting hospitals, including epidemic management and regulations on smoking and advertising.	PO.1, PO.5	Remember, Understand

DETAILED SYLLABUS

- **UNIT I- Introduction to Health Care Laws and Regulation:** Professional Code of Conduct and Ethics - Hippocratic Oath - Declaration of Geneva - IMC Regulations 2002 - Geneva Convention - Torts - Law of Natural Justice. Legal Issues in Patient Care Management - Ethical and Legal Aspects of Doctor-Patient Relationship - Consent - Emergency Medicine -Medico Legal Case - LAMA - Absconding Patients – Dying Declaration and Doctor - Autopsy - Medical Termination of Pregnancy - Mental Health of Patients - Rights and Responsibilities of Patients. Medical Negligence - Duty of Care to the Patient - Breach of Duty - Types of Negligence - Forms of Negligence – Legal Liability of Hospital: Absolute Liability and Vicarious Liability - Remedies Available to Patients. **(8 Hours)**
- **UNIT II- Acts Applicable to Hospitals:** Legal Requirements for Establishment of a Hospital - Building Bye Laws - Building Requirement for Radiation Safety - The Indian Electricity Rules - Regulation Governing Installation of Lifts & Escalators -Indian Boilers Act - Safety of Centralized Gas & Vacuum Supply Service - Petroleum Rules - Fire Safety Regulations- Registration of Hospitals/ Nursing Homes. **(6 Hours)**
- **UNIT III- Laws pertaining to Hospitals:** Transplantation of Human Organs Act, 1994, Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994, Medical Negligence, Medico Legal Case, Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System. **(6 Hours)**
- **UNIT IV- Medical Terminology- Glossary of medical terms:** Major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols. **(8 Hours)**
- **UNIT V- Public Health Laws in Hospitals and Challenges in Health Care Laws:** Public Health Laws - Control of Epidemics - Notifiable Infectious Diseases - Prohibition of Smoking in Public Places Rules - The Registration of Births and Deaths Act-Prevention of Food Adulteration Act. Unethical/ Criminal Activities - Advertising- Rebates and Commissions. **(8 Hours)**

SUGGESTED READING:

- Gostin, L.O., & Hodge, J.G. (2022). *Public Health Law and Ethics: A Reader*. 4th Edition. University of California Press.
- Feldman, R., & McCarthy, J. (2021). *Health Law and Ethics: A Comprehensive Overview*. 1st Edition. Springer.
- Carpenter, J., & McCormick, T. (2020). *Health Care Law and Ethics: Principles and Practice*. 2nd Edition. Routledge.
- Pope, T.M. (2021). *Ethics and Law for Health Professionals*. 3rd Edition. Wolters Kluwer.
- Brennan, T.A. (2019). *Ethical and Legal Issues in Health Care*. 1st Edition. Sage Publications.
- Rogers, S.J., & Schneider, M. (2020). *Health Care Ethics and Law: A Practical Approach*. 1st Edition. Elsevier.

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MBA (Integrated) Vth Year	(Code- MPMBAI24-903HT1)		Semester-IX		
	HOSPITALITY MARKETING MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to provide students with a comprehensive understanding of marketing principles and their application in the hospitality and tourism industry. It covers market segmentation, marketing information systems, promotion strategies, and pricing strategies specific to the hotel and tourism sectors. This knowledge will equip students with the skills needed to effectively market hospitality services and products in various environments.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand marketing fundamentals and segmentation in the hotel and tourism industry.	PO.1, PO.3	Remember, Understand
CO2	Apply MIS to gather and analyze data relevant to hotel and tourism marketing.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO3	Develop effective promotion strategies, including product modification and branding for the hotel industry.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Analyze, Evaluate
CO4	Execute promotional strategies for tourism and hotel services, utilizing sales techniques and advertising.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Design competitive pricing strategies for hotel services, including room tariffs, food and beverage pricing, and package tariffs.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Brief Introduction to Marketing and Market Segmentation:** Definition, functions, concepts of Hotel & Tourism marketing, marketing of hotel services. Customers of hotel & tourism industry, hotel & tourism marketing in Indian environment. Concept & bases for segmentation, importance of segmentation. Decision process, menu fatigue, drinking habits, effective market segmentation. **(8 Hours)**
- **UNIT II- MIS:** Definition, sub system, functions, sources of information for hotel & tourism industry. **(6 Hours)**
- **UNIT III- Hotel Industry Promotion Strategy:** Concept, features, modification of product, failure of product. Launching new product, product screening & branding. Formulation of hotel product mix & travel mix. **(6 Hours)**
- **UNIT IV- Tourism & Hotel Promotion Strategy:** Promote, selling the product, sales techniques, advertising selection of medium sales promotion. Key tools of sales promotion in hotel & travel organization. **(8 Hours)**
- **UNIT V- Tourist Packages & Hotel Pricing Strategy:** Package tariffs, discount given, additional facilities given, room tariffs. Pricing food & beverages. **(8 Hours)**

SUGGESTED READING:

- Kotler, P., & Keller, K.L. (2022). *Marketing Management*. 16th Edition. Pearson India. (Includes sections relevant to hospitality marketing.)
- Baker, M.J., & Hart, S.J. (2021). *Hospitality Marketing*. 4th Edition. Routledge.
- Lattin, J.M., & Bucklin, R.E. (2020). *Marketing for the Hospitality Industry*. 1st Edition. Springer.
- Ritchie, J.R.B., & Crouch, G.I. (2020). *Destination Marketing and Management: Theory and Practice*. 2nd Edition. CABI Publishing. (Relevant to hospitality marketing in destination management.)
- Hudson, S. (2019). *Advances in Hospitality and Leisure: Hospitality Marketing*. 1st Edition. Emerald Publishing.
- Kwortnik, R.J., & Thompson, G.M. (2021). *Service Experience Management in Hospitality*. 1st Edition. Sage Publications.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HT2)		Semester-IX		
	TOURISM PRINCIPLES & PRACTICE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to provide students with a comprehensive understanding of the fundamental principles and practices of tourism. It covers the concept, types, and forms of tourism, transportation modes, tourist circuits, tourism organizations, and successful tourism planning. This knowledge will enable students to effectively analyze and apply tourism concepts in real-world scenarios, contributing to their professional development in the hospitality and tourism management field.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand tourism concepts, types of tourism products, and their psychological dimensions.	PO.1	Remember, Understand
CO2	Analyze modes of transportation in India (road, rail, air, sea) and their impact on the tourism industry.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Identify major tourist circuits, wildlife sanctuaries, national parks, and pilgrimage places in India.	PO.1,PO.3	Remember, Understand, Apply, Analyze
CO4	Gain knowledge of key tourism organizations (national and international) and their roles in tourism development.	PO.1, PO.4	Remember, Understand, Apply
CO5	Develop skills in tourism planning and marketing, including understanding tourism policy, planning processes, and components of the marketing mix.	PO.1, PO.2, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Introduction to Tourism:** Concept of Tourism and Industrial Background- Objectives, Introduction, Tourism: The Basic Concept, Tourism: Meaning and Definition, The Tourist, Tourism, Recreation, Leisure and Their Interrelationship. Psychological Dimensions and Motivators of Travel- Objectives, Introduction, Definition and Role of Motivation, Tourism as a Service Industry. Tourism: Types, Forms, Products And Attractions- Objectives, Introduction, Forms of Tourism, Nature of Tourism, Characteristics of Tourism, Elements and Characteristics of Tourism Product, Tourism Product System. **(8 Hours)**
- **UNIT II- Modes of Transport:** Road and Rail Transport in India- Objectives, Introduction, Transportation in India, Road Transport in India, Railways. Air and Sea Transport in India-Objectives, Introduction, Classification of Airways, Airlines in India, Sea Transport, Cruises of India. **(6 Hours)**
- **UNIT III- Tourist Circuits:** Wild Life Sanctuary And National Parks- Objectives, Introduction, Wild life Sanctuary, Project Tiger, Do's & Don'ts in a Wildlife Sanctuary, Kaziranga National Park, Jim Corbett National Park, Ranthambore National Park, Mudumalai Wildlife Sanctuary, Famous Pilgrimage Places Of India- Objectives, Introduction, Pilgrimage, Kumbh Mela, Char Dham, Vaishnodevi, Palitana, Ajmer Dargah. Tourist Circuit: Meaning And Examples- Objectives, Introduction, Tourist Circuit, Golden Triangle, Bangalore Mysore Ooty, Buddhist Circuit, Bhubaneshwar Konark Puri. **(8 Hours)**
- **UNIT IV- Tourism Organisation:** Tourism Organisations – I: Objectives, Introduction to Organisations, TAAI, IATO, Indian Tourism Development, Corporation (ITDC) 2 Tourism Organisations – II: Objectives, Introduction, IATA, UFTAA, ASTA, PATA, WTO, ICAO. **(6 Hours)**
- **UNIT V- Tourism Planning:** Successful Tourism Planning- Objectives, Introduction to Successful Tourism Planning, Need for Tourism Policy and Planning, Steps in Planning Process, Tourism Policy of India, The Concept of Marketing, Marketing Mix, The Promotion. **(8 Hours)**

SUGGESTED READINGS:

- Middleton, V.T.C., & Clarke, J. (2022). *Marketing in Travel and Tourism*. 6th Edition. Routledge.
- Page, S.J., & Connell, J. (2021). *Tourism: A Modern Synthesis*. 4th Edition. Cengage Learning.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2020). *Tourism: Principles and Practice*. 6th Edition. Pearson Education.
- Weaver, D., & Lawton, L. (2019). *Tourism Management*. 6th Edition. Wiley.
- Tuzunkan, D., & Kizir, H. (2020). *Tourism Principles and Practices: A Global Perspective*. 1st Edition. Springer.
- Bahaire, T., & Elliott-White, M. (2020). *Tourism Management: An Introduction*. 1st Edition. Routledge.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HT3)		Semester-IX		
	HOSPITALITY LAWS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This module delves into the legal aspects crucial for hospitality business operations, emphasizing the rights and responsibilities of international hospitality managers. Learners gain insight into the repercussions of non-compliance with legal obligations. It provides an international perspective, highlighting similarities and distinctions in hospitality legislation across jurisdictions, covering areas like planning, licensing, food operations, and employment laws.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Gain knowledge of hospitality laws in India, including contracts and regulations.	PO.1, PO.3, PO.5	Remember, Understand
CO2	Identify legal requirements for hotel operations, such as licensing and insurance.	PO.1, PO.3, PO.5	Remember, Understand
CO3	Apply labor, public health, and environmental laws for safety compliance.	PO.1, PO.3, PO.5	Remember, Understand, Apply
CO4	Understand hygiene and food safety regulations, including the Food Safety and Standards Act, 2006.	PO.1, PO.5	Remember, Understand
CO5	Manage intellectual property rights, cyber laws, and consumer protection in hospitality.	PO.1, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS:

- **UNIT I- Introduction to Indian Hospitality & Related Laws in India:** Introduction, Legal Perspectives, Key Issues. The legal requirements Prior and at the time of doing Hotel Business. Catering Establishment Act, 1958. **(6 Hours)**
- **UNIT II- Laws Related to Hotel Operations in India:** Doing Hotel Business in India, Business Contracts, Hotel Licenses and Regulations, Hotel Insurance. Role of professional bodies like FHRAI & Hotel Association of India (HAI) in regulating the affairs of the hotel industry. **(8 Hours)**
- **UNIT III- Laws Related to Employees, Guests, Public Health Safety:** Introduction and Overview of Labour Laws, Hospitality. Laws, Public Health and Environmental Laws. **(6 Hours)**
- **UNIT IV- Laws Related to Food & Beverage Services:** Introduction, Hygiene and Food, Personal Hygiene, Kitchen Hygiene, Food Hygiene, Food Poisoning, Food Safety Management Systems, Hazard Analysis Critical Control Point (HACCP), British Retail Consortium (BRC) Safety Standards, Safe Quality Food Program (SQF), International Featured Standards (IFS) Food Standard Certification, Foundation Food Safety System Certification (FSSC 22000). The Food Safety and Standards Act, 2006 (FSSA), India. **(8 Hours)**
- **UNIT V- Intellectual Property, Cyber Laws, and Consumer Protection in Hospitality:** Intellectual Property Rights (IPR) in the Hospitality Industry: Overview of Intellectual Property Rights (IPR) including trademarks, copyrights, patents, and trade secrets. Importance of IPR in branding and protecting hotel and restaurant names, logos, and unique concepts. Cyber Laws and Data Protection: Introduction to Cyber Laws relevant to the hospitality industry. Data protection and privacy laws, including the General Data Protection Regulation (GDPR) and the Indian Information Technology Act, 2000. Consumer Protection Laws: Overview of consumer protection laws relevant to the hospitality industry. Rights of consumers and obligations of hospitality businesses. **(8 Hours)**

SUGGESTED READING:

- Kwortnik, R.J., & Thompson, G.M. (2022). *Hospitality Law: Managing Legal Issues in the Hospitality Industry*. 2nd Edition. Wiley.
- Goeldner, C.R., & Ritchie, J.R.B. (2021). *Tourism: Principles, Practices, Philosophies*. 12th Edition. Wiley. (Includes relevant sections on hospitality laws.)
- Davidson, R., & Rogers, C. (2021). *Hospitality Law and Risk Management: A Practical Guide*. 1st Edition. Routledge.
- Ladkin, A., & Buhalis, D. (2020). *Hospitality and Tourism Law*. 1st Edition. Sage Publications.
- Miller, R., & Weitz, B.A. (2021). *Hospitality Legal Issues and Cases: A Comprehensive Review*. 1st Edition. Springer.
- Phillips, P., & Smith, J. (2020). *Legal Aspects of Hospitality Management*. 1st Edition. Pearson Education.

MBA (Integrated) Vth Year	(Code- MPMBAI24-903HT4)		Semester-IX		
	TOURISM & TOURISM PRODUCTS FUNDAMENTALS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with a comprehensive understanding of tourism products and their diverse nature. It explores archaeological, cultural, religious, natural, sports, health, and business-related tourism products, focusing on their significance, heritage, and impact on the tourism industry, with special emphasis on the rich heritage and diverse offerings of Karnataka.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Categorize different types of tourism products, including cultural and adventure offerings.	PO.1, PO.3	Remember, Understand
CO2	Examine significant South Indian monuments and their impact on tourism.	PO.1, PO.3	Remember, Understand, Analyze
CO3	Appreciate Indian folk art, festivals, and their influence on tourism.	PO.1, PO.3	Remember, Understand
CO4	Identify natural attractions and the role of adventure activities in tourism.	PO.1, PO.3	Remember, Understand, Analyze
CO5	Understand the significance of health resorts, medical tourism, and business travel.	PO.1, PO.3	Remember, Understand

DETAILED SYLLABUS

- **UNIT - I Definition & Nature of Tourism Products:** Introduction - the concept of Unity and diversity. The concept, nature and antiquity of Karnataka – Archaeological sites, Brahmagiri, Chandravalli, Maski, Talkad, T.Narasipur, Banavasi, Sannati- Hampi. Types of products- archeological-cultural-religious, natural, sports, health, business & innovations. **(8 Hours)**
- **UNIT - II Archoeological Products:** South Indian Monuments of religious & secular interest. Important monuments- Aihole, Badami, Pattadakal, Shravanbelagola, Belur, Halebidu, Bijapur,Hampi, Tanjore, Madurai. Cochin, Trivandrum. Ajanata,Ellora,Hydrabad. Delhi & its surroundings-Agra,Fathepursikri, Khajurao, Bhuwaneshwar, Puri, Konark, Mount Abu, Jaipur, Dwaraka, Somanath & Mathura Monuments. World Heritage sites in India. Art and Architecture. **(8 Hours)**
- **UNIT-III Cultural Religious Products:** Indian folk art & festivals, music, dance, cultural festivals etc. Festivals, carnivals, urus etc. Pilgrimages. Dasara,. Kumbha mela, Pushkar mela. Rathayatras, Utsavas & Car festivals Fairs and Festivals of Karnataka – an overview – Mysore Dasara, Bangalore Karaga, Melukote Vairumudi, Hampi Utsav, Kadambotsava, Karavali Utsav etc., Traditions, customs and cuisine. **(8 Hours)**
- **UNIT- IV Natural and Sports Product:** Mountains, rivers ,lakes, sea, beaches/resorts, forests, national parks, wildlife, jungle safari, bird sanctuaries, hill station. Land, water, aerial sports- relationship to tourism. **(6 Hours)**
- **UNIT- V Health Products, Business & Innovative Products:** Health resorts, ayurvedic centers, ayurvedic & rejuvenation therapies, medical tourism in India. Characteristics of business traveler, MICE & tourism, heritage trains luminaries, cultural festivals, jungle resorts, food festivals. **(6 Hours)**

SUGGESTED READING:

- Page, S.J., & Connell, J. (2021). *Tourism: A Modern Synthesis*. 4th Edition. Cengage Learning.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2020). *Tourism: Principles and Practice*. 6th Edition. Pearson Education.
- Weaver, D., & Lawton, L. (2019). *Tourism Management*. 6th Edition. Wiley.
- Mason, P. (2020). *Tourism Impact Analysis: A Guide to Understanding Tourism Products and Their Impact*. 2nd Edition. Routledge.
- Tuzunkan, D., & Kizir, H. (2021). *Tourism Products and Services: Fundamentals and Trends*. 1st Edition. Springer.
- Holloway, J.C., & Humphreys, C. (2022). *The Business of Tourism*. 11th Edition. Sage Publications.

MOTHERHOOD UNIVERSITY, ROORKEE

MBA (Integrated) - 10th Semester

Category	Code	Subject Title	L	T	P	CREDIT	IA	EA	TM
DSCC	MPMBAI24-X01	Creativity & Innovation Management	4	0	0	4	30	70	100
DSE-1		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
DSE-2		<u>Specialization</u> Subject -1	3	0	0	3	30	70	100
		Subject -2	3	0	0	3	30	70	100
Major Research	MPMBAI24-X51P	Research Report/ Dissertation Report	0	0	4	4	30	70	100
TOTAL			16	0	4	20	180	420	600

Note: A student has to select four electives from any two groups of specializations (Two electives from each specialization). Specialization groups would be same for IX and X Semester

MBA (Integrated) Vth Year	(Code- MPMBAI24- X01)		Semester-X		
	CREATIVE AND INNOVATION MANAGEMENT		L-4, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	04	48

Course Objectives: This course aims to equip students with a comprehensive understanding of international marketing, covering the fundamentals of market selection, entry strategies, product planning, pricing, distribution channels, and promotional strategies in diverse global environments. Students will develop skills to analyze international marketing environments, evaluate entry modes, and formulate strategic decisions to effectively manage and promote products across international markets.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Identify key concepts of creativity and innovation.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Explain the factors that influence creativity and innovation.	PO.1, PO.3	Remember, Understand
CO3	Utilize creativity tools and techniques effectively..	PO.1, PO.3, PO.5	Remember, Understand Apply
CO4	Analyze various innovation strategies and their impacts.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Develop and implement comprehensive innovation strategies.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT-I: Introduction to Innovation and Creativity:** Importance of innovation in modern society. Components of Creativity, Creativity Process and Techniques for improving creativity process. Mechanism of Thinking. Barriers to creativity. Organization and personal factors to promote creativity Identification of needs and opportunities. Creative thinking, evaluation of ideas. Demonstration of the novelty. Myths surrounding creativity. **(10 Hours)**
- **UNIT-II- Creativity Tools and Techniques:** Lateral Thinking, Enablers and Barriers to Creativity, Creative Personality, Brainstorming, Entrepreneurial Creativity. Characteristics of Creative Groups, Three Components of Individual Creativity. Time Pressure and Creativity. Analyse various methods that enhance creative ability. **(10 Hours)**
- **UNIT-III- Innovation:** Meaning, Characteristics, Purpose/goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation. Factors that Favor Incremental Innovation. Sustainability and Innovation. Innovation Management Strategies. Incubation and Innovation: How Business Incubators Work. **(10 Hours)**
- **UNIT-IV- Service Innovations.** Innovation Timing, Innovation Management Strategies. Managing Innovation Teams, Implementing Innovation Strategies. Formulate methodologies which enhance innovation. The New Product Development Process. Delineate conditions that support successful new product development. **(10 Hours)**
- **UNIT-V- Innovative Entrepreneurship:** Models, Dimensions, Degrees, Sources, & Measurement of Innovation. Strategic Management of Innovation: Innovation Strategies, Stage-Gate Models, Timing of Entry & Strategy, Core competences & Robustness Knowledge management. Leadership in Managing Creativity & Innovation. **(8 Hours)**

SUGGESTED READINGS:

- Robinson, K., & Aronica, L. (2023). *Creative Schools: The Grassroots Revolution That's Transforming Education*. 1st Edition. Penguin Books.
- Tidd, J., & Bessant, J. (2021). *Managing Innovation: Integrating Technological, Market and Organizational Change*. 7th Edition. Wiley.
- Dyer, J.H., Gregersen, H.B., & Christensen, C.M. (2020). *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators*. 1st Edition. Harvard Business Review Press.
- Amabile, T.M. (2022). *Creativity in Context: Update to the Social Psychology of Creativity*. 1st Edition. Westview Press.
- Kotler, P., & Keller, K.L. (2022). *Marketing Management*. 16th Edition. Pearson India. (Includes sections relevant to innovation management.)
- Sternberg, R.J., & Sternberg, K. (2019). *The Nature of Human Creativity*. 2nd Edition. Cambridge University Press.

MBA (Integrated) Vth Year	(Code- MPMBAI24- X51P)		Semester-X		
	RESEARCH REPORT/ DISSERTATION REPORT		L-0, T-0, P-4		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
	30 (20+10)	70	100	04	00

Course Objectives: The objective behind the research report/ dissertation report is to assign students to prepare project reports so that students will understand the role of manufacturing systems in technological and socioeconomic development, distinguishing between production and productivity. They will analyze various manufacturing systems, evaluate manufacturing support systems, design effective facility layouts, and understand capacity planning, maintenance strategies, opportunity cost, replacement analysis, and spares management.

	Course Outcomes:	Mapped Program Outcomes
CO1	Demonstrate the ability to identify and formulate a research problem or question relevant to the field of study.	PO.1, PO.2, PO.4
CO2	Apply appropriate research methodologies and techniques to collect and analyze data effectively.	PO.1, PO.3, PO.4
CO3	Critically evaluate existing literature and incorporate relevant theoretical frameworks into the research.	PO.1, PO.2, PO.3, PO.5
CO4	Demonstrate the ability to present research findings effectively in both written and oral formats, addressing key stakeholders and contributing to academic and professional discussions.	PO.1, PO.2, PO.4, PO.5

RESEARCH REPORT/ DISSERTATION REPORT

The research report/dissertation is designed to provide students with an opportunity to apply their knowledge and skills acquired during the course to a real-world scenario. It focuses on comprehensive research, analysis, and presentation of a specific topic related to the subject matter, trade, industry, commerce, corporate world, or corporate affairs. The project report carries a significant weightage in evaluating the students' understanding, application, and articulation of the knowledge gained throughout the semester.

Components of the Project Report Syllabus:

Topic Selection: Students are required to select a relevant and appropriate topic related to the subject matter, trade, industry, commerce, corporate world, or corporate affairs. The topic should align with the course objectives and provide scope for in-depth research and analysis.

Research and Analysis: Students are expected to conduct comprehensive research on the chosen topic, gathering relevant information from credible sources. They should critically analyze the collected data, identify key trends, patterns, and insights, and present their findings in a structured and logical manner.

Application of Knowledge: Students should demonstrate the application of the knowledge acquired during the course in analyzing the chosen topic. They should showcase their understanding of the subject matter, make connections between theoretical concepts and real-world scenarios, and propose practical solutions or recommendations based on their analysis.

Presentation and Articulation: Students should present their project report in a clear, concise, and organized manner. They should articulate their ideas effectively, ensuring coherence and logical flow of information. Proper citation and referencing should be followed to acknowledge the sources of information used.

Question and Answer Session: Following the submission of the project report, students may be required to present their findings in a seminar-style session. The expert appointed by the Dean will evaluate the students' understanding, articulation, and application of knowledge. A question and answer session (viva) will provide an opportunity for further discussion, clarification, and assessment.

Evaluation and Assessment: The expert appointed by the Dean will evaluate the project report based on the students' research, analysis, presentation, articulation, and their ability to apply the knowledge gained during the semester. Marks will be awarded accordingly, reflecting the students' comprehension, application, and relevance of the subject matter to practical situations and their interrelationship with other concepts.

SPECIALIZATION GROUPS (Semester-X)

<u>MARKETING</u>	
MPMBAI24-X03M1	International Marketing
MPMBAI24-X03M2	Sales Management
MPMBAI24-X03M3	Rural Marketing
MPMBAI24-X03M4	Retail Management
<u>DIGITAL MARKETING</u>	
MPMBAI24-X03D1	e-Business
MPMBAI24-X03D2	B2B Marketing
MPMBAI24-X03D3	Social Media Marketing
<u>FINANCE</u>	
MPMBAI24-X03F1	Financial Services
MPMBAI24-X03F2	Mergers & Acquisitions
MPMBAI24-X03F3	Financial Derivatives
MPMBAI24-X03F4	Corporate Tax Planning
<u>HUMAN RESOURCE MANAGEMENT</u>	
MPMBAI24-X03HM1	International Human Resource Management
MPMBAI24-X03HM2	Compensation Management
MPMBAI24-X03HM3	Corporate Leadership
MPMBAI24-X03HM4	Organisational Structure & Change
<u>INTERNATIONAL BUSINESS</u>	
MPMBAI24-X03IB1	EXIM Financing & Documentation
MPMBAI24-X03IB2	Global Financial Markets & Instruments
MPMBAI24-X03IB3	Foreign Exchange Management & Currency Derivatives

<u>OPERATIONS MANAGEMENT</u>	
MPMBAI24-X03OM1	Quality Toolkit for Managers
MPMBAI24-X03OM2	Supply Chain Management
MPMBAI24-X03OM3	Enterprise Resource Planning
MPMBAI24-X03OM4	Logistics Management
<u>INFORMATION TECHNOLOGY</u>	
MPMBAI24-X03IT1	Software Project Management
MPMBAI24-X03IT2	Information Security
MPMBAI24-X03IT3	Web Technologies
<u>RETAIL MANAGEMENT</u>	
MPMBAI24-X03RM1	Retail Store Location, Layout-Design & Visual Merchandising
MPMBAI24-X03RM2	Retail Buying & Merchandise Management
MPMBAI24-X03RM3	Retail Strategies
MPMBAI24-X03RM4	Retail Selling & Customer Service
<u>HOSPITAL & HEALTH CARE MANAGEMENT</u>	
MPMBAI24-X03HH1	Management of Super Specialty System
MPMBAI24-X03HH2	Medical Records Management
MPMBAI24-X03HH3	Patient Care Planning & Management
MPMBAI24-X03HH4	Managing Quality in Health Care
<u>HOSPITALITY & TOURISM MANAGEMENT</u>	
MPMBAI24-X03HT1	Facility Management
MPMBAI24-X03HT2	International Tourism Management
MPMBAI24-X03HT3	Food & Beverages Control
MPMBAI24-X03HT4	Travel Agency & Tour Operations Management

Marketing Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03M1)		Semester-X		
	INTERNATIONAL MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with a comprehensive understanding of international marketing, covering the fundamentals of market selection, entry strategies, product planning, pricing, distribution channels, and promotional strategies in diverse global environments. Students will develop skills to analyze international marketing environments, evaluate entry modes, and formulate strategic decisions to effectively manage and promote products across international markets.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the geographic, demographic, and socio-cultural aspects of international marketing.	PO.1, PO.2, PO.4	Remember, Understand
CO2	Analyze product/market selection and entry modes like franchising and joint ventures.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Understand international product planning, standardization, and pricing.	PO.1, PO.3, PO.4	Remember, Understand
CO4	Analyze foreign distribution channels, logistics, and international advertising.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO5	Develop skills in selecting middlemen and evaluating international marketing performance.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction to International Marketing:** Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview. **(8 Hours)**
- **UNIT II- International Marketing Environment :** Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters. **(8 Hours)**
- **UNIT III- International Product/ Market Selection and Entry Modes:** Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary. **(6 Hours)**
- **UNIT IV- International Product Planning and Pricing :** Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations. **(6 Hours)**
- **UNIT V- International Distribution and Promotion:** Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, measuring advertising effectiveness. **(8 Hours)**

SUGGESTED READING

- Ramaswamy, V. S., & Namakumari, S. (2022). *Marketing Management: Global Perspective Indian Context*. 6th Edition. McGraw-Hill Education.
- Saxena, R. (2021). *Marketing Management: International Perspective*. 6th Edition. McGraw-Hill Education.
- Sherlekar, S. A., & Gordon, E. (2020). *Marketing Management: International and Indian Context*. 2nd Edition. Himalaya Publishing House.
- Bhattacharya, C. B., & Bhatia, B. S. (2021). *International Marketing: An Indian Perspective*. 3rd Edition. Pearson Education India.
- Sundaram, R. M., & Black, S. (2022). *Global Marketing Management: Emerging Markets with a Focus on India*. 2nd Edition. Prentice Hall India.
- Chopra, R. K. (2021). *International Marketing Strategy: Concepts and Cases from an Indian Perspective*. 3rd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03M2)		Semester-X		
	SALES MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to familiarize students with effective selling techniques, including prospecting, approaching, presenting, handling objections, closing, and follow-up activities, emphasizing situational effectiveness and ethical considerations. It also seeks to prepare students for managing sales teams, enhancing sales productivity, and fostering a career-oriented approach to sales management.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Recognize personal selling's role in the marketing mix and classify sales situations.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO2	Analyze selling strategies using the AIDA model and integrate sales forecasting and budgeting.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO3	Apply the AIDA model to personal selling and its relevance in international contexts.	PO.1, PO.2, PO.4	Remember, Understand, Apply
CO4	Evaluate foreign distribution channels and the ethical dimensions of sales practices.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO5	Understand sales control mechanisms and assess ethical decision-making in global contexts.	PO.1, PO.2, PO.4 ,PO.5	Remember, Understand, Apply, Analyze,

DETAILED SYLLABUS

- **UNIT I- Introduction:** The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling. **(8 Hours)**
- **UNIT II- Process of Personal Selling:** Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing. **(8 Hours)**
- **UNIT III- Controlling the Sales Effort:** Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis. **(6 Hours)**
- **UNIT IV- Managing the Sales Force:** Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel. **(6 Hours)**
- **UNIT V- Emerging Issues in Selling Aspects:** Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling. **(8 Hours)**

SUGGESTED READINGS

- Havaldar, K. K., & Cavale, V. M. (2021). *Sales and Distribution Management: Text and Cases*. 3rd Edition. McGraw-Hill Education.
- Panda, T. K., & Sahadev, S. (2020). *Sales and Distribution Management*. 3rd Edition. Oxford University Press.
- Gupta, S. L. (2021). *Sales and Distribution Management: Indian Context*. 2nd Edition. Kalyani Publishers.
- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2021). *Sales Management: Decisions, Strategies, and Cases*. 6th Edition. Pearson Education India.
- Sahu, P. K., & Raut, K. C. (2022). *Salesmanship and Sales Management*. 4th Edition. Vikas Publishing House.
- Jha, S. M. (2020). *Sales Management: Concept, Practices, and Cases*. 2nd Edition. Himalaya Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03M3)		Semester-X		
	RURAL MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to delve into rural consumer characteristics and buying behavior, along with the marketing mix elements applicable to rural markets. It emphasizes understanding rural markets, consumer behavior, and effective marketing strategies, highlighting innovation, technology, and sustainability in rural marketing practices.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Recognize the nature and dynamics of Indian rural markets.	PO.1, PO.3	Remember, Understand,, Apply, Analyze
CO2	Analyze rural consumer behavior and apply segmentation strategies.	PO.1, PO.2	Remember, Understand,, Apply, Analyze
CO3	Analyze marketing mix elements in rural markets, including product adaptation and pricing.	PO.1, PO.3	Remember, Understand,, Apply, Analyze
CO4	Appraise the role of innovation and organized retail in rural markets.	PO.1, PO.2, PO.3	Remember, Understand,, Apply, Analyze
CO5	Assess future trends and opportunities in India's rural market, focusing on agriculture and female empowerment.	PO.1, PO.4, PO.5	Remember, Understand,, Apply, Analyze, Evaluate

DETAILED SYLLABUS:

- **UNIT I- Introduction to Rural Markets:** Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment. **(8 Hours)**
- **UNIT II- Understanding the Rural Consumer:** Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political. **(8 Hours)**
- **UNIT III- Marketing Mix in Rural Markets:** Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems. **(8 Hours)**
- **UNIT IV- Innovation in Rural Markets:** Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies. **(8 Hours)**
- **UNIT V- Future of Rural Marketing:** Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. **(8 Hours)**

SUGGESTED READINGS:

- Krishnamacharyulu, C. S. G., & Ramakrishnan, L. (2020). *Rural Marketing: Text and Cases* (2nd ed.). Pearson Education.
- Dogra, B., & Ghuman, K. (2021). *Rural Marketing: Concepts and Practices* (2nd ed.). McGraw Hill Education.
- Pandit, A., & Singh, G. (2022). *New Trends in Rural Marketing in India*. SAGE Publications.
- Jain, S. (2023). *Understanding Rural Markets in India: Strategy and Practice*. Oxford University Press.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03M4)		Semester-X		
	RETAIL MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to equip students with a comprehensive understanding of the retail industry, including its structure, key players, and emerging trends in various retail formats like department stores and specialty shops. Students will also delve into practical aspects of retail operations such as inventory management, supply chain logistics, store layout, customer service strategies, pricing methods, and the application of retail technology.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the evolution, challenges, and global market of retailing.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Develop skills in strategic retail planning, customer service, and relationship marketing.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO3	Gain knowledge of retail formats, location decisions, and retail market segmentation.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO4	Learn about retail mix elements such as product merchandising, pricing, promotion, and multi-channel retailing.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO5	Develop an understanding of retail operations including supply chain management, financial management, inventory management, and retail management information systems.	PO.1, PO.2, PO.3	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Retailing Environment:** An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, the Global Retail Market, Opportunity in Retailing, Multi-Channel Retailing. **(6 Hours)**
- **UNIT II- Strategic Retail Planning :** Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle. **(8 Hours)**
- **UNIT III- Retail in India:** Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India. **(6 Hours)**
- **UNIT IV- Retail Mix:** Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi-Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing. **(8 Hours)**
- **UNITV- Retail Operations:** Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems. **(8 Hours)**

SUGGESTED READINGS

- Pradhan, S. (2022). *Retailing Management: Text and Cases*. 6th Edition. McGraw-Hill Education.
- Berman, B., Evans, J. R., & Mathur, M. (2020). *Retail Management: A Strategic Approach*. 13th Edition. Pearson Education India.
- Piyush Kumar Sinha & Dwarika Prasad Uniyal (2021). *Managing Retailing*. 3rd Edition. Oxford University Press.
- Gopal, V. (2021). *Retail Management: A Global Perspective with Indian Insights*. 1st Edition. SAGE Publications India.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2020). *Retail Management*. 3rd Edition. Oxford University Press.
- Dhall, N. (2022). *Retail Management: Indian Perspective*. 2nd Edition. Himalaya Publishing House

Digital Marketing Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03D1)		Semester-X		
	e- BUSINESS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide comprehensive understanding of e-business concepts, including e-commerce models, security measures, e-payment systems, marketing technologies, and cyber laws. It covers the application of digital technologies in business, emphasizing security protocols, marketing strategies, and legal frameworks governing online transactions.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand e-commerce business models and compare them with traditional commerce.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Implement security measures like encryption and firewalls for e-business transactions.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO3	Analyze various e-payment systems, including digital wallets and SET protocols.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Utilize marketing technologies like CRM and data mining to enhance e-commerce strategies.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO5	Comprehend cyber laws, including the IT Act 2000, to ensure legal compliance in e-business.	PO.1, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- e-BUSINESS–An Introduction:** Introduction, E-Commerce – definition, History of E-commerce, types of E-Commerce B to B etc. Comparison of traditional commerce and e-commerce. E-Commerce business models – major B to B, B to C model, Consumer-to-Consumer (C2C), Consumer-to-Business (C2B) model, Peer to-Peer (P2P) model – emerging trends. Advantages/ Disadvantages of ecommerce, web auctions, virtual communities, portals, e-business revenue models. **(8 Hours)**
- **UNIT II- Security for e-Business:** Security threats – An area view – implementing E-commerce security – encryption – Decryption, Protecting client computers E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls, Cryptography methods, VPNs, protecting, networks, policies and procedures. **(8 Hours)**
- **UNIT III- e-payments:** E-payment systems – An overview. B to C payments, B to B payments. Types of E- payment system – Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques. Secure Electronic Transaction (SET) protocol. RFID Concepts. **(8 Hours)**
- **UNIT IV- e-Business Marketing Technologies:** E-Commerce and marketing B to B and B to C marketing and branding strategies. Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM (customer relationship Management) system – permission marketing, affiliate marketing, viral marketing. **(6 Hours)**
- **UNIT V- Cyber Laws:** Legal Aspects of E-Business, Internet frauds – Cyber Laws. IT Act 2000 salient features. Guidelines on cyber securities to be included. **(6 Hours)**

SUGGESTED READING:

- Joseph, P. T. (2019). *E-Commerce: An Indian Perspective* (5th ed.). PHI Learning Pvt. Ltd.
- Singh, S. (2017). *E-Business: Concepts and Applications* (2nd ed.). Excel Books.
- Agarwala, K. N., Lal, A., & Agarwala, D. (2018). *Business on the Net: An Introduction to the Whats and Hows of E-Commerce* (2nd ed.). Macmillan India Ltd.
- Saini, A., & Saini, R. (2020). *E-Commerce* (3rd ed.). Kalyani Publishers.
- Gupta, M. P. (2018). *E-Commerce: A Managerial Perspective* (3rd ed.). Himalaya Publishing House
- Turban, E., Pollard, C., & Wood, G. (2021). *E-commerce: A managerial and social networks perspective* (8th ed.). Springer. Germany, Berlin

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03D2)		Semester-X		
	B2B MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide students with a comprehensive understanding of B2B marketing by exploring market opportunity identification, customer relationship management strategies, and strategic market planning. Students will learn to assess market opportunities, manage products and pricing, and develop effective business marketing communication strategies. Emphasis is placed on practical applications and real-world scenarios to prepare students for successful careers in B2B marketing.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Explain techniques for identifying market opportunities in B2B marketing.	PO.1, PO.2, PO.3, PO.4	Remember, Understand
CO2	Describe the customer analysis process and the impact of IT on purchase behaviors.	PO.1, PO.2, PO.3	Remember, Understand
CO3	Evaluate pricing strategies in B2B marketing, focusing on costs and competitors.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Assess the role of branding in B2B markets and its impact on relationships.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Design effective B2B marketing strategies aligning pricing, product management, and communication.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Market Opportunity Identification:** Analysis and Evaluation, Introduction to B2B Marketing. Customer Analysis: Purchase process, Buying Teams, Business Buying and the Individual Manager, the effect of IT on purchase Behaviour. **(8 Hours)**
- **UNIT II- Customer Relationship Management Strategies for Business Markets:** Relationship theories and variables, Business Marketing as Network Analysis and Management. **(8 Hours)**
- **UNIT III- Assessing Market Opportunities:** Environmental changes impacting Supply Chain Power, Strategic Market Planning: The purpose of strategy, approaches to strategy, Business Marketing Strategy. **(8 Hours)**
- **UNIT IV- Managing Products for Business:** Markets, Managing Business Marketing Channels, Pricing: Costs, customers and Competitors, Pricing strategy and organization, Relational Aspects of Business-to-business pricing, Bid pricing, Key Account Management. **(8 Hours)**
- **UNIT V- Business Marketing Communication:** Integrated Communication strategy, Relationship communication: Direct Marketing, Personal Selling, Relationship Communication Process, and Coordinating Relationship Communication. B2B Branding. **(8 Hours)**

SUGGESTED READINGS:

- Havaldar, K. K. (2020). *Business Marketing: Text and Cases* (4th ed.). McGraw Hill Education India.
- Gopalakrishna, D. (2018). *B2B Marketing: A South-Asian Perspective* (2nd ed.). Pearson Education India.
- Cherunilam, F. (2018). *Strategic Management* (5th ed.). Himalaya Publishing House.
- Kumar, V. (2019). *Customer Relationship Management: Concepts and Applications* (2nd ed.). Sage Publications India.
- Rangan, V. K., & Shankar, N. (2016). *Transforming Your Go-to-Market Strategy: The Three Disciplines of Channel Management* (2nd ed.). Harvard Business Review Press.
- Singh, S. P. (2021). *B2B Marketing: An Indian Perspective* (1st ed.). Cengage India.
- Ramachandran, N. (2018). *Strategic Marketing: Creating Competitive Advantage* (3rd ed.). Oxford University Press India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03D3)		Semester-X		
	SOCIAL MEDIA MARKETING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to familiarize students with social media marketing concepts, platforms, and strategies. It covers content creation, platform-specific advertising techniques, metrics for measuring campaign effectiveness, and the strategic use of social media to engage audiences and achieve marketing goals.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of social media marketing including platform characteristics and strategic advantages.	PO.1, PO.2, PO.3, PO.5	Remember, Understand
CO2	Design and create effective content tailored to target audiences across various social media platforms.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO3	Implement advertising and marketing strategies on Facebook, Instagram, Twitter, LinkedIn, YouTube, and Pinterest.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze
CO4	Measure and analyze key metrics to evaluate social media campaign performance and effectiveness.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Apply case studies to contextualize and refine social media marketing strategies for practical implementation.	PO.1, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Introduction to social media marketing:** Introduction to the concept of social Media-Definition, Characteristics and Scope, History. Social media marketing- Definition, Uses and Scope, Social media platforms - Facebook, YouTube, LinkedIn, Instagram, Twitter, Pinterest, Blogs. Importance of Social Media Marketing. Social Media Marketing advantages and limitations. Introduction to social media marketing strategies. **(8 Hours)**
- **UNIT II- Content designing for social media platforms:** Terminologies-basics of content creation, process, Identification of target audience and social media platform, defining content mix using sales posts, interactive posts and informative posts, Impact of colors, images on the customer, tools used for content creation like canva, GIFs, Instagram stories, pin templates, tall pins, image cut outs, YouTube video Thumbnail, etc. **(8 Hours)**
- **UNIT III- Facebook and Instagram advertising:** and marketing Introduction to Facebook and Instagram platform as advertising and marketing media, characteristics of Facebook and Instagram marketing. Target audience, page set up, Post types and its dimensions, competitor analysis, case studies. **(8 Hours)**
- **UNIT IV- Twitter, LinkedIn, YouTube:** Pinterest advertising and marketing: Introduction and overview of platforms, Characteristics, how to use these platforms, target audience, profile / account building, how to pin. Crafting summary for marketing, creating and uploading videos, use of hashtags, Case studies. **(6 Hours)**
- **UNIT V- Metrics of social media marketing:** What is to be measured- Parameters to measure impact volume, reach and Engagement (engagement rates, engagement metrics). Influence, share of voice (volume and sentiment), referrals and conversions, response rate and time. Case studies. **(6 Hours)**

SUGGESTED READINGS

- Agarwal, K. (2021). *Social Media Marketing: Concepts and Applications* (1st ed.). Himalaya Publishing House.
- Choudhury, S. (2020). *Social Media Marketing and Content Creation* (1st ed.). Pearson Education India.
- Bhargava, R. (2018). *Social Media Marketing for Dummies* (3rd ed.). Wiley India Pvt. Ltd.
- Chopra, P. (2019). *Digital Marketing: Text and Cases* (2nd ed.). Cengage India.
- Bhatia, P. (2021). *Fundamentals of Digital Marketing* (2nd ed.). Pearson India Education Services.
- Mishra, A. (2017). *Social Media Simplified: From Basics to Business Impact* (1st ed.). SAGE Publications India.
- Saini, A. (2019). *Content Marketing and Social Media* (1st ed.). Kalyani Publishers.
- Desai, R. (2020). *Digital and Social Media Marketing* (1st ed.). Tata McGraw Hill Education

Finance Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03F1)		Semester-X		
	FINANCIAL SERVICES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to explore financial services' role in the economy, covering fund mobilization, capital allocation, risk management, and intermediation. It also focuses on understanding regulatory frameworks, compliance, and the roles of regulatory authorities, aiming to develop analytical skills in assessing financial services in practical contexts.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand financial services and the roles of financial intermediaries.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Analyze banks, commercial banks' evolving roles, and non-depository institutions like finance companies, mutual funds, and pension funds.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO3	Comprehend merchant banking, venture capital, and their regulations in India.	PO.1, PO.5	Remember, Understand, Apply
CO4	Evaluate leasing, factoring, hire-purchase, and credit rating services, considering legal, tax aspects, and the credit-rating process.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Appreciate the significance of various financial services in the Indian economy.	PO.1, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Financial Services:** Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries. **(8 Hours)**
- **UNIT II- Depositories and Financial Services:** Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role. **(8 Hours)**
- **UNIT III- Merchant Banking and Venture Capital:** The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.**(8 Hours)**
- **UNIT IV- Leasing:** Concept, Types, Legal and Tax Aspects, Factoring in India, Hire-Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfeiting:** Meaning and Mechanism of Forfeiting. **(8 Hours)**
- **UNIT V- Credit Rating Services:** Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating. **(8 Hours)**

SUGGESTED READINGS

- Pradhan, S. (2022). *Retailing Management: Text and Cases*. 6th Edition. McGraw-Hill Education.
- Piyush Kumar Sinha & Dwarka Prasad Uniyal (2021). *Managing Retailing*. 3rd Edition. Oxford University Press.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2020). *Retail Management*. 3rd Edition. Oxford University Press.
- Gopal, V. (2021). *Retail Management: A Global Perspective with Indian Insights*. 1st Edition. SAGE Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03F2)		Semester-X		
	MERGERS & ACQUISITIONS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course covers mergers and acquisitions, corporate restructuring, and valuation techniques like discounted cash flow and relative contribution valuation. It explores merger theories, including synergies and industry life cycle impacts, aiming to impart a comprehensive understanding of strategic, financial, and legal aspects. Students will develop analytical skills to assess the value and challenges in different restructuring transactions.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand merger types, motives, and explanatory theories.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Evaluate value creation in mergers, considering involved agents.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO3	Analyze corporate restructuring methods like joint ventures and leveraged buyouts	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Apply valuation methods to determine target company worth in M&A.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO5	Evaluate defensive strategies in restructuring and takeover bids for effectiveness.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Introduction:** Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover. **(8 Hours)**
- **UNIT II- Corporate Restructuring:** Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP). **(6 Hours)**
- **UNIT III- Mergers and Acquisition Process:** Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision. **(6 Hours)**
- **UNIT IV- Valuation:** Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target’s Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision. **(8 Hours)**
- **UNIT V- Defensive Strategies in Restructuring:** Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman’s Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments. **(8 Hours)**

SUGGESTED READINGS

- Kumar, R. (2022). *Mergers and Acquisitions: Text and Cases*. 2nd Edition. Sage Publications India.
- Das, P. K. (2021). *Mergers, Acquisitions, and Corporate Restructuring*. 3rd Edition. Himalaya Publishing House.
- Sherman, A. J. (2020). *Mergers and Acquisitions from A to Z*. 4th Edition. McGraw-Hill Education.
- Gaughan, P. A. (2021). *Mergers, Acquisitions, and Corporate Restructurings*. 7th Edition. Wiley India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03F3)		Semester-X		
	FINANCIAL DERIVATIVES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide an understanding of financial derivatives, including their uses in trading and hedging, and to explore the factors driving their growth and the operations of India's derivatives market. It also aims to develop critical thinking by evaluating the benefits, risks, and ethical implications of financial derivatives, fostering analytical skills in types, valuation, and trading strategies.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Develop an understanding of the concept, features, and types of financial derivatives.	PO.1, PO.3	Remember, Understand
CO2	Analyze the factors contributing to the growth of derivatives and the financial derivatives market in India.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze
CO3	Evaluate the uses and functions of financial futures, swaps, and options, including their pricing and valuation.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO4	Apply hedging concepts and techniques in trading and managing financial derivatives.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO5	Critically assess the risks and benefits associated with carry trades and speculative derivatives.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Financial Derivatives:** Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contrails and Market Liquidity. **(6 Hours)**
- **UNIT II- Financial Futures:** Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Strobe Index Futures. **(8 Hours)**
- **UNIT III- Financial SWAPS:** Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps. **(6 Hours)**
- **UNIT IV- Financial Options:** Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts. **Option Models:** Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options. **(8 Hours)**
- **UNIT V- Carry Trades and speculative Derivatives-** Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process. **(8 Hours)**

SUGGESTED READINGS

- Gupta, S. L. (2021). *Financial Derivatives: Theory, Concepts and Problems*. 2nd Edition. Prentice Hall India.
- Bansal, S. (2020). *Financial Derivatives: Markets and Applications*. 1st Edition. Tata McGraw-Hill Education.
- Madhumathi, R., & Ranganatham, M. (2021). *Derivatives and Risk Management*. 2nd Edition. Pearson Education India.
- Jain, P. C., & Khan, M. Y. (2022). *Financial Derivatives*. 1st Edition. Himalaya Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03F4)		Semester-X		
	CORPORATE TAX PLANNING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to impart a comprehensive understanding of taxation concepts and practices in India, focusing on tax planning, compliance, and effective management of corporate taxes. It equips students to identify tax planning opportunities, navigate regulations, and make informed tax-related decisions, fostering the ability to analyze tax implications and devise tax-efficient strategies for enhancing corporate financial performance and competitiveness.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand India's taxation basics- direct and indirect taxes	PO.1, PO.3	Remember, Understand
CO2	Analyze corporate tax in India: liability assessment and treatment for non-profits.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Apply tax planning strategies: new business setup, financial decisions, and employee compensation	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO4	Explain provisions for non-residents: double taxation relief, transfer pricing, and Direct Tax Code 2009.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Apply tax planning strategies in business restructuring, including mergers, acquisitions, and converting partnerships into companies.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Basic Concepts:** Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR. **(8 Hours)**
- **UNIT II- Corporate Tax in India:** Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits. **(6 Hours)**
- **UNIT III- Tax Planning:** Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation. **(8 Hours)**
- **UNIT IV- Special Provisions Relating to Non-Residents:** Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning. **(6 Hours)**
- **UNIT V- Tax Planning with Reference to Business Restructuring:** Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies. **(8 Hours)**

SUGGESTED READINGS

- Ahuja, G., & Gupta, R. (2018). *Corporate Tax Planning and Management* (14th ed.). Bharat Law House, Delhi.
- Singhanian, V.K., Singhanian, K., & Singhanian, M. (2019). *Direct Taxes Planning and Management* (17th ed.). Taxmann Publications Pvt. Ltd., New Delhi.
- Pagare, D. (2017). *Direct Tax Planning and Management* (6th ed.). Sultan Chand & Sons, New Delhi.
- Goyal, S.P. (2015). *Direct Tax Planning* (1st ed.). Sahitya Bhawan, Agra.

Human Resource Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HM1)		Semester-X		
	INTERNATIONAL HUMAN RESOURCE MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to provide a comprehensive understanding of international labor relations and HRM practices, emphasizing cultural nuances, ethical considerations, and skills in cross-cultural leadership and effective global HRM implementation.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand global HR management challenges and complexities.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Develop cross-cultural leadership and negotiation skills for international settings.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply
CO3	Learn international HR planning- recruitment, selection, performance management, training, and strategic HRM.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO4	Gain insights into international HRM roles and challenges, including expatriate management and global compensation.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO5	Analyze key issues in international labor relations: labor standards, unions, and corporate social responsibility.	PO.1, PO.2, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Global Business Environment and Human Component:** Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hosted Study. **(8 Hours)**
- **UNIT II- Cross Cultural Management:** Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms. **(6 Hours)**
- **UNIT III- International Human Resource Planning:** Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective. **(8 Hours)**
- **UNIT IV- International HRM Roles and Challenges:** International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation. **(6 Hours)**
- **UNIT V- Key issues in International Labour Relations:** Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility. **(8 Hours)**

SUGGESTED READINGS

- Rao, P. L. (2021). *International Human Resource Management: Text and Cases*. 4th Edition. Excel Books.
- Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*. 2nd Edition. McGraw-Hill Education.
- Shenoy, G. V., & Agarwal, A. (2022). *Global HRM: An Indian Perspective*. 1st Edition. Himalaya Publishing House.
- Vance, C. M., & Paik, Y. (2020). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*. 3rd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HM2)		Semester-X		
	COMPNSATION MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to comprehensively explore compensation and reward management, covering conceptual aspects, theories, and strategies. It also focuses on developing analytical skills for designing and managing compensation systems, integrating legal and ethical considerations, and using accounting software for payroll system design.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand components and trends in compensation and reward management.	PO.1, PO.3	Remember, Understand
CO2	Analyze economic and behavioral theories related to wages and motivators.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Evaluate job evaluation processes, including legal constraints on pay systems.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO4	Identify determinants for designing wage structures and implementing compensation strategies	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Evaluate various compensation types, incentive plans, employee benefits, pensions, and executive compensation models.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Introduction:** Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards. **(8 Hours)**
- **UNIT II- Job Evaluation: Processes and Schemes:** Salient features of Job Evaluation– Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation. **(6 Hours)**
- **UNIT III- Wages and Salary Administration:** Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; Legal Constraints on Pay System. **(8 Hours)**
- **UNIT IV- Compensation Strategies:** Job-based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy. **(6 Hours)**
- **UNIT V- Rewarding Performance and Executive Compensation:** Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. **(8 Hours)**

SUGGESTED READINGS

- Sarma, A. S. (2022). *Compensation Management: Text and Cases*. 3rd Edition. Himalaya Publishing House.
- Agrawal, R. K. (2021). *Compensation and Reward Management*. 2nd Edition. McGraw-Hill Education.
- Sinha, P. R., & Bhattacharya, D. (2020). *Compensation Management in India*. 1st Edition. Pearson Education India.
- Bhatia, S. K. (2021). *Compensation Management: Strategies and Practices*. 2nd Edition. Vikas Publishing House.
- Sundaram, P., & Desai, A. (2022). *Compensation and Benefits Management*. 1st Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HM3)		Semester-X		
	CORPORATE LEADERSHIP		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to explore organizational leadership and equip students with effective skills. It covers leadership theories, styles, ethical considerations, communication, power dynamics, team leadership, and crisis management in organizational settings.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand leadership theories, styles, and their effectiveness in varied organizational contexts.	PO.1, PO.3	Remember, Understand
CO2	Develop effective communication skills and overcome business-setting barriers.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO3	Analyze organizational power dynamics and manage them effectively.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Understand team leadership's impact on morale, motivation, and productivity.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Gain insight into ethics, strategic leadership, crisis management, change, and emerging trends in corporate leadership.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Organisational Leadership:** Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness. **(8 Hours)**
- **UNIT II- Communication:** Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication. **(8 Hours)**
- **UNIT III- Power and Politics:** Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation. **(8 Hours)**
- **UNIT IV- Team Leadership:** Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management. **(6 Hours)**
- **UNIT V- Ethics in Leadership,** Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership. **(6 Hours)**

SUGGESTED READINGS:

- Kumar, R. (2022). *Corporate Leadership: Theories and Practices*. 1st Edition. Sage Publications India.
- Singh, M. (2021). *Strategic Leadership: Building High-Performance Organizations*. 2nd Edition. McGraw-Hill Education.
- Sharma, S. P. (2020). *Corporate Leadership in India: A Transformational Approach*. 1st Edition. Pearson Education India.
- Pillai, R., & Menon, M. (2022). *Leadership in Corporate India: Challenges and Strategies*. 3rd Edition. Himalaya Publishing House.
- Gupta, A. K. (2021). *Leadership Excellence: Corporate Leadership for the Modern Era*. 2nd Edition. Vikas Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HM4)		Semester-X		
	ORGANISATIONAL STRUCTURE & CHANGE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with skills to understand and manage organizational structure and change, focusing on designing effective structures, leading change initiatives, and fostering agile organizations. Students will diagnose structure issues, apply change theories, and contribute to developing resilient organizations, emphasizing agility and flexibility strategies like cross-functional teams and adaptive structures in dynamic business environments.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the concepts and importance of organizational change and transformation.	PO.1, PO.3, PO.5	Remember, Understand
CO2	Analyze and design different types of organizational structures and evaluate their effectiveness.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze
CO3	Develop skills to manage resistance to change in organizations	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO4	Apply various organizational development techniques to promote change and improve effectiveness.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO5	Understand the institutional theory of organizational growth and apply it in practical situations.	PO.1, PO.2, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Introduction:** Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General. Organisational Efficiency and Effectiveness. Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology. **(6 Hours)**
- **UNIT II- Structure:** Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework. **(6 Hours)**
- **UNIT III- Organisational Change:** Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring. **(8 Hours)**
- **UNIT IV- Concept of Organisational Development,** History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D Managing Changes: Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations. **(8 Hours)**
- **UNIT V- Organisational Transformation:** Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change; O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter- Group Development – Innovations – Learning Organisations. **(8 Hours)**

SUGGESTED READINGS

- Mohan, A. (2021). *Organisational Structure and Change Management*. 2nd Edition. Sage Publications India.
- Rao, V. S. P. (2020). *Organizational Behaviour and Change*. 3rd Edition. McGraw-Hill Education.
- Sarma, A. N. (2022). *Organizational Structure and Design: A Modern Approach*. 1st Edition. Himalaya Publishing House.
- Deshmukh, R. P., & Mahajan, A. (2021). *Managing Organizational Change and Development*. 2nd Edition. Pearson Education India.
- Jha, S. M. (2020). *Organizational Change: Theory and Practice*. 1st Edition. Vikas Publishing House.

International Business Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IB1)		Semester-X		
	EXIM FINANCING & DOCUMENTATION		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to explain export and import procedures, regulations, documentation, and financing options, ensuring students grasp comprehensive understanding. It covers export and import procedures, incentives, and various financing options, equipping students to navigate international trade complexities and manage financial aspects adeptly.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand export-import documentation, regulations, including foreign exchange rules and quality controls.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Gain knowledge of export-import procedures, policies like export credit, import licensing, and incentives.	PO.1, PO.3, PO.4	Remember, Understand
CO3	Develop an understanding of export-import financing options: pre-shipment finance, packing credit limits, post-shipment finance.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Analyze the roles of clearing agents, import-export passbook, and schemes like export and trading houses in trade procedures.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze
CO5	Learn about EOU/FTZ/EPZ/SEZ unit policies and the Ex-Im Bank's role in export-import financing.	PO.1, PO.4, PO.5	Remember, Understand

DETAILED SYLLABUS

- **UNIT I- Introduction:** Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices. **(8 Hours)**
- **UNIT II- Export Procedures:** General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks. **(6 Hours)**
- **UNIT III- Import Procedures:** Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance. **(6 Hours)**
- **UNIT IV- Export Incentives:** Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives. Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank. **(8 Hours)**
- **UNIT V- Export and Import Financing:** Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance. **(8 Hours)**

SUGGESTED READINGS

- Khurana, M. L. (2022). *Export and Import Financing: Documentation and Procedures*. 2nd Edition. Himalaya Publishing House.
- Sharma, S. K. (2021). *International Trade Finance and Documentation*. 3rd Edition. Pearson Education India.
- Kumar, R. (2020). *EXIM Documentation and Procedures*. 1st Edition. McGraw-Hill Education.
- Gupta, A. (2022). *Trade Finance and Documentation: A Practical Guide*. 2nd Edition. Vikas Publishing House.
- Rao, P. S. (2021). *Export-Import Financing and Documentation*. 4th Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IB2)		Semester-X		
	GLOBAL FINANCIAL MARKETS & INSTRUMENTS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to impart understanding of global financial markets, encompassing currency, money, and capital markets, along with foreign portfolio investment. It analyzes market trends, factors influencing asset prices and capital flows, equipping students with comprehensive knowledge to navigate and make informed decisions in the interconnected realm of global finance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand functions, structure, and participants of global and European financial markets.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Explain the creation of Euro Dollar, global currency markets, and Asian markets.	PO.1, PO.2, PO.4	Remember, Understand
CO3	Apply knowledge of international money market instruments: GDRs, ADRs, Euro bonds, and derivatives.	PO.1, PO.3, PO.4	Remember, Understand, Apply
CO4	Analyze equity and debt markets, emerging market assets, and financial sector reforms in India.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Evaluate foreign portfolio investment techniques, capital flows, financial innovations, and the dynamics of stock market bubbles and crashes.	PO.1, PO.2, PO.4, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Global Financial Markets:** International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market. **(8 Hours)**
- **UNIT II- Euro Currency Market:** Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments. **(6 Hours)**
- **UNIT III- International Money Markets:** GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks). **(8 Hours)**
- **UNIT IV- Global Capital markets:** Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India. **(6 Hours)**
- **UNIT V- Foreign Portfolio Investment:** As an alternative Sores, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets. **(8 Hours)**

SUGGESTED READINGS

- Sharma, R. S. (2022). *Global Financial Markets and Instruments*. 1st Edition. Pearson Education India.
- Rao, V. K. (2021). *International Financial Markets and Instruments*. 3rd Edition. McGraw-Hill Education.
- Ghosh, S., & Bandyopadhyay, R. (2021). *Global Financial Markets: Structure, Instruments, and Analysis*. 2nd Edition. Sage Publications India.
- Gupta, A. K. (2022). *Financial Markets and Instruments: A Global Perspective*. 1st Edition. Himalaya Publishing House.
- Patel, M. (2020). *International Financial Instruments and Markets*. 2nd Edition. Vikas Publishing House.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IB3)		Semester-X		
	FOREIGN EXCHANGE MANAGEMENT & CURRENCY DERIVATIVES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course provides understanding of the foreign exchange market, exchange rates, transactions, and currency derivatives for hedging, while developing critical thinking and analytical skills in foreign exchange management. Students gain expertise in analyzing international financial markets and managing currency risk effectively.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Explain the foreign exchange market structure and apply RBI and FEDAI regulations.	PO.1, PO.3, PO.4	Remember, Understand
CO2	Analyze exchange rate systems and evaluate the impact of exchange controls.	PO.1, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO3	Understand foreign exchange transactions: spot vs forward, trading, swaps, and arbitrage.	PO.1, PO.2	Remember, Understand, Apply
CO4	Evaluate merchant rates, forward contracts, and develop strategies for dealing and cash positions.	PO.1, PO.2	Remember, Understand, Apply, Analyze, Evaluate
CO5	Describe and create currency derivatives for effective hedging.	PO.1, PO.2, PO.3	Remember, Understand

DETAILED SYLLABUS

- **UNIT I- The Foreign Exchange Market Organisation:** Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI. **(6 Hours)**
- **UNIT II- Exchange Rates:** Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls. **(6 Hours)**
- **UNIT III- Foreign Exchange Transactions:** Purchase and sales transactions – Spot vs Forward transactions- Forward Margins- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins. **(8 Hours)**
- **UNIT IV- Exchange Rates:** Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts, Cancellation and Extensions – Dealing position- Exchange Position – Cash position. **(8 Hours)**
- **UNIT V- Currency Derivatives as Hedging Mechanism:** Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options. **(8 Hours)**

SUGGESTED READINGS

- Sundaram, K. P. (2022). *Foreign Exchange Management: Principles and Practices*. 4th Edition. Pearson Education India.
- Sharma, A. (2021). *Currency Derivatives and Risk Management*. 1st Edition. McGraw-Hill Education.
- Rao, P. R. (2021). *Foreign Exchange and Derivatives: Theory and Practice*. 2nd Edition. Himalaya Publishing House.
- Kumar, R. (2020). *Foreign Exchange Management and Currency Derivatives*. 3rd Edition. Vikas Publishing House.
- Ghosh, S. (2022). *Foreign Exchange Risk Management and Currency Derivatives*. 1st Edition. Sage Publications India

Operations Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03OM1)		Semester-X		
	QUALITY TOOLKIT FOR MANAGERS		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to impart understanding of Quality Management & Control concepts and equip students to apply quality improvement tools effectively in organizations. It provides insights into quality auditing's role in evaluating and ensuring adherence to standards, helping students develop a comprehensive grasp of quality management principles, techniques, and tools. By achieving these objectives, students will gain skills to analyze processes, enhance product quality, and manage quality initiatives proficiently in organizational settings.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the evolution of quality management and concepts of product and service quality.	PO.1, PO.3	Remember, Understand
CO2	Analyze dimensions of quality and evaluate philosophies like Deming's, Juran's, and Crosby's.	PO.1	Remember, Understand, Apply, Analyze
CO3	Apply statistical techniques, 7 QC tools, process capability analysis, and DOE for process improvement.	PO.1, PO.2	Remember, Understand, Apply
CO4	Apply quality function deployment, robust design, Taguchi method, and failure mode analysis for product quality.	PO.1, PO.2	Remember, Understand, Apply
CO5	Analyze quality management approaches: TQM, Six Sigma, ISO standards, quality audit, benchmarking, and awards.	PO.1, PO.3, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Quality Concepts:** Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership. **(6 Hours)**
- **UNIT II- Process Quality Improvement:** Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies. **(8 Hours)**
- **UNIT III- Product Quality Improvement:** Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis. **(6 Hours)**
- **UNIT IV- Quality Management:** Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma. **(8 Hours)**
- **UNIT V- Quality Standards:** ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, benchmarking, Quality Audit, Quality Awards. **(8 Hours)**

SUGGESTED READINGS

- Kumar, M. (2022). *Quality Management: A Toolkit for Managers*. 1st Edition. McGraw-Hill Education.
- Sharma, R. (2021). *Quality Management Tools and Techniques for Managers*. 2nd Edition. Pearson Education India.
- Ghosh, S., & Sen, A. (2020). *Toolkit for Quality Management: Practical Approaches for Managers*. 1st Edition. Himalaya Publishing House.
- Sinha, P. R. (2022). *Managing Quality: A Toolkit Approach*. 3rd Edition. Vikas Publishing House.
- Deshmukh, P. R., & Agarwal, A. (2021). *Quality Improvement Tools for Managers*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03OM2)		Semester-X		
	SUPPLY CHAIN MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course covers supply chain network fundamentals, design, and management, including distribution network factors and location models. Students will gain a thorough understanding of supply chain management principles and strategies, equipping them to analyze, optimize, and manage supply chains for efficiency, performance improvement, and sustainability.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals, design, and management of supply chain networks.	PO.1, PO.3	Remember, Understand
CO2	Identify and analyze factors influencing distribution network options and facility location models.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO3	Apply supply chain management principles, strategies, and techniques to optimize supply chains.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO4	Evaluate and manage supply chains to ensure efficient operations, improved performance, and sustainability.	PO.1, PO.2	Remember, Understand, Apply, Analyze Evaluate
CO5	Develop efficient solutions for supply chain management challenges across different organizational settings.	PO.1, PO.2, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction:** Supply Chain Fundamentals - Importance - Decision Phases - Process view Supplier- Manufacturer-Customer chain-Drivers of Supply Chain Performance- Structuring Supply Chain Drivers- Overview of Supply Chain Models and Modeling Systems - Building blocks of a supply chain network -Business processes in supply chains- Types of supply chains and examples – Value Chain Hierarchy – Value Life Cycle – SCOR Model. **(8 Hours)**
- **UNIT II- Building Capability and Strategic Sourcing:** Management Capability- Controllability vs. Flexibility – Integrating Capability – Chain of Capability – Radical vs. incremental improvement - In-sourcing and Out-sourcing - Types of Purchasing Strategies- Supplier Evaluation, Selection and Measurement - Supplier Quality Management. - Creating a world class supply-base - World Wide Sourcing and SCM Metrics. **(8 Hours)**
- **UNIT III- The SC Network Design:** Distribution Network Design - Role, Factors Influencing Options- Value Addition - Model for Facility Location and Capacity Location - Impact of uncertainty on Network Design -Network Design decisions using Decision trees. Distribution - Center Location Models. Supply Chain Network optimization Models. **(6 Hours)**
- **UNIT IV- Estimating Demand Inventory & Supply:** Overview of Demand forecasting in the supply chain -Aggregate planning in the supply chain - Managing Predictable Variability - Managing supply chain cycle inventory - Uncertainty in the supply chain - Safety Inventory - Determination of Optimal level of product availability - Coordination in the Supply Chain -Supply chain performance measures - Supply chain inventory management - multi-echelon supply chains and Bullwhip effect. **(8 Hours)**
- **UNIT V- Building Sustainable & Global Supply Chains:** Esm, eLRM, eSCM., Internet-enabled supply chains: E-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, supply chain integration, Framework for Value system sustainability, Sustainability stakeholders/areas/levels, Global SCM, Managerial insights. **(6 Hours)**

SUGGESTED READINGS

- Ganesan, K. (2022). *Supply Chain Management: A Strategic Perspective*. 4th Edition. McGraw-Hill Education.
- Bansal, S. (2021). *Logistics and Supply Chain Management: Text and Cases*. 3rd Edition. Pearson Education India.
- Sinha, P. R. (2020). *Supply Chain Management: Concepts and Practices*. 2nd Edition. Himalaya Publishing House.
- Gupta, A. (2022). *Essentials of Supply Chain Management*. 1st Edition. Vikas Publishing House.
- Rao, S. (2021). *Managing Supply Chain and Logistics: Strategies and Solutions*. 3rd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03OM3)		Semester-X		
	ENTERPISE RESOURCE PLANNING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to educate students on ERP systems and their implementation, covering technologies like data warehousing, data mining, OLAP, and SCM within ERP. It examines strategies to enhance ERP, including EAI and leveraging ERP for e-commerce and internet functionalities, preparing students to evaluate and make informed decisions on ERP implementation and utilization in organizations.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand ERP benefits and related technologies like BPR, data warehousing, and data mining.	PO.1, PO.3	Remember, Understand
CO2	Analyze ERP implementation, methodologies, costs, and project management.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO3	Apply ERP business modules like finance, manufacturing, HR, and sales to real-world scenarios.	PO.1, PO.2	Remember, Understand, Apply
CO4	Evaluate the ERP market, major players, and predict future trends.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze, Evaluate
CO5	Develop strategies to integrate ERP with e-commerce and explore innovative directions.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction ERP:** An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM. **(8 Hours)**
- **UNIT II- ERP Implementation:** ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring. **(8 Hours)**
- **UNIT III- The Business Modules:** Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution. **(8 Hours)**
- **UNIT IV- The ERP Market:** ERP Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA. **(6 Hours)**
- **UNIT V- ERP – Present and Future:** Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions. **(6 Hours)**

SUGGESTED READINGS:

- Kumar, V. (2022). *Enterprise Resource Planning: Theory and Practice*. 2nd Edition. McGraw-Hill Education.
- Gupta, A. (2021). *ERP Systems and Organisational Change*. 3rd Edition. Pearson Education India.
- Sharma, R. (2020). *ERP: A Managerial Perspective*. 1st Edition. Himalaya Publishing House.
- Sinha, P. R. (2022). *Essentials of Enterprise Resource Planning*. 1st Edition. Vikas Publishing House.
- Rao, S. (2021). *Enterprise Resource Planning: A Practical Approach*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03OM4)		Semester-X		
	LOGISTICS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: To provide an understanding of the functions, importance and role of logistics in the supply chain management and to develop skills in logistics management.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand logistics definitions, scope, objectives, service attributes, and value-added services.	PO.1, PO.2	Remember, Understand
CO2	Explain logistics' role in competitive strategy integration within supply chains.	PO.1, PO.4	Remember, Understand
CO3	Develop knowledge on distribution channels, outsourcing, inventory management, delivery, and transportation.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO4	Gain knowledge on logistics performance measurement, audit, cost identification, and formatting.	PO.1, PO.2	Remember, Understand
CO5	Identify current logistics trends: e-logistics, automatic identification tech, green logistics, global logistics.	PO.1, PO.2, PO.4	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction:** Definition and Scope of Logistics, Functions & Objectives, Customer Value Chain, Service Phases and attributes, Value added logistics services, Integrating logistics into supply chain, Role of logistics in Competitive strategy, Customer Service. **(8 Hours)**
- **UNIT II- Distribution Channels and Outsourcing Logistics:** Distribution channel structure, channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing, catalysts, benefits, value proposition, Cross docking, Effective Inventory Management, On time Delivery. **(8 Hours)**
- **UNIT III- Transportation and Packaging:** Transportation System, Evolution, Infrastructure and Networks, Effective utilization, Freight Management, Vehicle Routing, Containerization, Milk Run and FTL concepts. Packaging, Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging. Dispatches , SKD/CKD, international requirements. **(8 Hours)**
- **UNIT IV- Performance Measurement and Costs:** Performance Measurement, Need, System, Levels and Dimensions. Internal and External Performance Measurement, Metrics – Logistics Audit. Cost – Identification, Time Frame and Formatting. **(6 Hours)**
- **UNIT V- Current Trends:** Logistics Information Systems, Need, Characteristics and Design. E-Logistics, Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Global Logistics, Operational and Strategic Issues, ocean and air transportation, Trans country regulations, Strategic logistics planning. Green Logistics. **(6 Hours)**

SUGGESTED READINGS:

- Bansal, S. (2022). *Logistics and Supply Chain Management*. 3rd Edition. Pearson Education India.
- Sinha, P. R. (2021). *Logistics Management: Principles and Practices*. 2nd Edition. McGraw-Hill Education.
- Sharma, A. (2020). *Fundamentals of Logistics Management*. 1st Edition. Himalaya Publishing House.
- Gupta, A. (2022). *Logistics and Transportation Management*. 1st Edition. Vikas Publishing House.
- Deshmukh, P. R. (2021). *Managing Logistics and Supply Chains*. 2nd Edition. Sage Publications India.

Information Technology Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IT1)		Semester-X		
	SOFTWARE PROJECT MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This subject aims to prepare students to effectively manage software projects, ensure high software quality, and contribute to the success of technology-driven businesses. It equips them with essential skills relevant in today's digital business environment, emphasizing effective project leadership through the development of leadership and communication skills necessary for leading software development projects.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Plan, execute, and monitor software projects for timely delivery and quality.	PO.1, PO.3	Remember, Understand, Apply
CO2	Develop leadership and communication skills to lead software teams effectively.	PO.1, PO.3, PO.5	Remember, Understand, Apply
CO3	Analyze project requirements, solve complex problems, and understand documentation.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO4	Apply quality assurance techniques and testing for reliable software delivery.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO5	Optimize software development processes, staying updated with new methodologies.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- INTRODUCTION:** Defining of Software Development Process - Process - Tailoring the Process – Improving the process discipline - Need for implementing discipline. Software Production Process -Identify the Software Model - Software Process Models: Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model - Software Life Cycle. **(8 Hours)**
- **UNIT II- SOFTWARE DEVELOPMENT:** Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration: Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path. **(8 Hours)**
- **UNIT III- PROJECT REVIEW:** Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives. **(8 Hours)**
- **UNIT IV- PROBLEM SOLVING:** Product Specifications - Defining the Final Product - Data Flow Diagram, Data Dictionary, Structured English, Decision Trees, Decision Tables - Feasibility Study. Software Testing : Test Plan - Development Testing : Verification and Validation - General Testing Methods : White Box and Black Box Testing - Unit Testing – System Integration Testing - Validation Testing - System testing. **(6 Hours)**
- **UNIT V- SOFTWARE QUALITY:** Software Quality - Quality Measures - FURPS - Software Quality Assurance – Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA – Software Reliability - Introduction to SQA - The Software Quality Assurance Plan – Formal approaches to SQA - Clean room Methodology. **(6 Hours)**

SUGGESTED READING:-

- Srinivasan, N. (2022). *Software Project Management: A Practical Approach*. 2nd Edition. McGraw-Hill Education.
- Desai, A. (2021). *Managing Software Projects: Concepts and Practices*. 3rd Edition. Pearson Education India.
- Patel, M. (2020). *Software Project Management: Techniques and Tools*. 1st Edition. Himalaya Publishing House.
- Rao, P. S. (2022). *Software Project Management: Processes and Methodologies*. 1st Edition. Vikas Publishing House.
- Gupta, R. (2021). *Software Engineering and Project Management*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IT2)		Semester-X		
	INFORMATION SECURITY		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to produce professionals who can manage and lead organizational security efforts, ensuring data protection, legal compliance, and business continuity. Students will understand compliance regulations, risk management principles, and develop business continuity plans to handle cyber-security incidents or disasters.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the importance of protecting sensitive organizational data to prevent breaches and ensure data integrity	PO.1, PO.3, PO.5	Remember, Understand, Apply
CO2	Analyze and manage security risks to ensure compliance with legal and industry standards.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO3	Create and implement business continuity plans for uninterrupted operations during cyber-security incidents.	PO.1, PO.2, PO.4	Remember, Understand, Apply
CO4	Apply leadership skills to guide cyber-security efforts, communicate objectives, and manage security teams.	PO.2, PO.3, PO.5	Remember, Understand, Apply
CO5	Evaluate and develop strategies to prevent security incidents, minimizing organizational damage.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Introduction to Information Security:** Introduction to Information Security: Attacks, Vulnerability, Security Goals, Security Services and mechanisms. **(6 Hours)**
- **UNIT II- Conventional Cryptographic Techniques:** Conventional Cryptographic Techniques: Conventional substitution and transposition ciphers, One-time Pad, Block cipher and Stream Cipher, Steganography. **(6 Hours)**
- **UNIT III- Symmetric and Asymmetric Cryptographic Techniques: Authentication and Digital Signatures** Symmetric and Asymmetric Cryptographic Techniques: DES, AES, RSA algorithms; Authentication and Digital Signatures: Use of Cryptography for authentication, Secure Hash function, Key management, Kerberos. **(8 Hours)**
- **UNIT IV- Program Security:** Non-malicious Program errors, Buffer overflow, Incomplete mediation, Time-of-check to Time-of- use Errors, Viruses, Trapdoors, Salami attack, Man-in-the- Middle attacks, Covert channels. **(8 Hours)**
- **UNIT V- Security in Networks:** Security in Networks : Threats in networks, Network Security Controls – Architecture, Encryption, Content Integrity, Strong Authentication, Access Controls, Wireless Security, Honeypots, Traffic flow security, Firewalls, Design and Types of Firewalls, Personal Firewalls, IDS, Email Security, PGP,S/MIME. **(8 Hours)**

SUGGESTED READINGS:

- Gupta, S. (2022). *Information Security: Concepts, Technologies, and Applications*. 2nd Edition. McGraw-Hill Education.
- Sinha, P. R. (2021). *Information Security and Cyber Laws*. 3rd Edition. Pearson Education India.
- Rao, V. K. (2020). *Principles of Information Security: A Comprehensive Guide*. 1st Edition. Himalaya Publishing House.
- Sharma, A. (2022). *Managing Information Security: Strategies and Solutions*. 1st Edition. Vikas Publishing House.
- Kumar, R. (2021). *Information Security Management: A Practical Approach*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03IT3)		Semester-X		
	WEB TECHNOLOGIES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims of teaching web technologies in an MBA program is to equip students with the skills to manage digital businesses, focusing on digital proficiency, strategic decision-making, and project management. Additionally, it seeks to instill a global perspective and ethical considerations to drive innovation and competitiveness in the digital landscape.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the fundamentals of web technologies for leveraging digital tools in business.	PO.1, PO.2, PO.4	Remember, Understand
CO2	Apply web development and scripting languages to enhance problem-solving skills.	PO.1, PO.3	Remember, Understand, Apply
CO3	Analyze the integration of web technologies to bridge the gap between technology and business.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO4	Evaluate web development skills for managing web-based businesses and digital ventures.	PO.3, PO.4	Remember, Understand, Apply, Analyze Evaluate
CO5	Manage web development projects to gain project management skills.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Introduction to Internet:** A Brief History of the Internet; Internet Service Providers (ISPs); Internet Connectivity; Introduction to the World Wide Web (WWW); Web Browsers; Web Servers; Protocols in Web Communication; Domain Names; Hardware and Software for Web Access. **(8 Hours)**
- **UNIT II- Introduction to HTML:** The development process, Html tags and simple HTML forms, web site structure. Introduction to XHTML: XML, Move to XHTML, Meta tags, Character entities, frames and frame sets, inside browser. **(8 Hours)**
- **UNIT III- Style Sheet:** Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2. **(8 Hours)**
- **UNIT IV- Javascript:** Client side scripting, What is Javascript, How to develop Javascript, simple Javascript, variables, functions, conditions, loops and repetition. **(6 Hours)**
- **UNIT V- XML & PHP:** Introduction to XML, uses of XML, simple XML, XML key components, DTD and Schemas, Well formed, using XML with application. PHP- Starting to script on server side, Arrays, function and forms, advance PHP. Databases: Basic command with PHP examples. **(6 Hours)**

SUGGESTED READINGS:

- Sharma, R. (2022). *Web Technologies: Concepts, Methodologies, Tools, and Applications*. 3rd Edition. McGraw-Hill Education.
- Desai, A. (2021). *Introduction to Web Technologies*. 2nd Edition. Pearson Education India.
- Gupta, A. (2020). *Web Development and Technologies*. 1st Edition. Himalaya Publishing House.
- Rao, P. S. (2022). *Advanced Web Technologies: Design and Development*. 1st Edition. Vikas Publishing House.
- Kumar, V. (2021). *Web Technologies: A Comprehensive Guide*. 2nd Edition. Sage Publications India.

Retail Management Group

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03RM1)		Semester-X		
	RETAIL STORE LOCATION, LAYOUT-DESIGN & VISUAL MERCHANDISING		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with knowledge in retail store management, focusing on operations, customer service, store layout design, and visual merchandising. It covers strategies for store location decisions, site evaluation, and effective use of atmospherics to enhance retail environment and customer experience.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand retail store operations, focusing on customer service, floor management, and shrinkage prevention strategies.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Apply demographic, economic, and competitive analysis to make informed decisions on retail store location strategies.	PO.1, PO.4	Remember, Understand, Apply
CO3	Analyze site potential using market saturation indices and infrastructure criteria to select optimal retail locations.	PO.1, PO.4	Remember, Understand, Apply, Analyze
CO4	Evaluate retail store layouts to optimize space utilization, accessibility, and customer flow.	PO.1, PO.3	Remember, Understand, Apply, Analyze, Evaluate
CO5	Explore visual merchandising strategies to enhance merchandise presentation, atmosphere, and customer engagement in retail environments.	PO.1, PO.2	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Store Management:** Retail Operations and their significance, Customer service and accommodations, Retail Selling Process, Store staffing and scheduling, Retail Floor and shelf management, Store administration and facilities management, Shrinkage prevention, POS/Cashiering process , Store operating parameters.
- **UNIT II- Store Location:** Importance of Location Decision, Retailing strategy and location, Characteristic Used in Location, Analysis, Country and Regional Analysis, Demographic, Economic Cultural, Demand, Competition, Infrastructure, Trade Area Analysis, Trade Area Consideration, Defining the trade Area, Reilly's Law Huffs Model, Concentric Zones, Geo demographics.
- **UNIT III- Site Evaluation:** Estimation Market Potential, Estimating Sales Potential, Index of Retail Saturation, Infrastructure Site Evaluation and Selection Types of Locations, Planned Shopping Centers, Basic Configurations of Shopping centers, Central Business Districts, Free Standard Location, Assessing Site Evaluation Criteria
- **UNIT IV- Store Layout:** Store Planning, Location Planning, Store Design and Retail Image Mix, The space Mix, Stores Exterior: Store Layout: Types of Display Areas, Flexibility of Store Design, Recognizing the needs of the Disabled, Stores Interior, managing Space, circulation plans.
- **UNIT V- Design and Visual Merchandising:** Location of Departments, Location of Merchandise within departments: Use of Planograms, Evaluating Space Productivity, Merchandise Presentation Techniques, Idea oriented presentation, Style item presentation Color presentation. Atmospherics: Visual Communications, Lighting, Color, Music, Scent, Store Security.

SUGGESTED READING:

- Bajaj, C., Tuli, R., & Srivastava, N. V. (2018). *Retail Management* (3rd ed.). Oxford University Press India.
- Pradhan, S. (2019). *Retailing Management: Text and Cases* (5th ed.). Tata McGraw Hill Education.
- Berman, B., & Evans, J. R. (2019). *Retail Management: A Strategic Approach* (13th ed.). Pearson Education India.
- Sinha, P. K., & Uniyal, D. P. (2020). *Managing Retailing* (2nd ed.). Oxford University Press India.
- Gupta, S. L. (2017). *Retail Management: An Indian Perspective* (2nd ed.). Excel Books India.
- Jain, V. K. (2018). *Visual Merchandising* (1st ed.). Himalaya Publishing House.
- Madaan, K. V. S. (2017). *Fundamentals of Retailing* (2nd ed.). Tata McGraw Hill Education.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03RM2)		Semester-X		
	RETAIL BUYING & MERCHANDISE MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with comprehensive knowledge and skills in retail buying and merchandise management. It covers planning, assortment management, inventory control, pricing strategies, global sourcing, ethical considerations, and retail communication, preparing students to effectively manage retail operations and optimize merchandise performance.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Develop comprehensive merchandise plans integrating financial objectives and category management principles.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Analyze inventory performance using GMROI and inventory turnover metrics to optimize assortments.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO3	Implement effective buying systems and evaluate merchandise performance using open-to-buy systems.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze Evaluate
CO4	Formulate pricing strategies aligned with retail objectives, methods, and adjustments.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Design and evaluate retail communication programs to enhance brand communication and customer engagement.	PO.1, PO.2	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Planning Merchandise Assortments:** Organising the buying process by categories – Category Management – The Buying Organisation -- Setting Financial Objectives for the Merchandise Plan. **(8 Hours)**
- **UNIT II- Gross Margin Return on Inventory Management (GMROI):** Measuring Inventory Turnover – Sales Forecasting – Assortment Planning Process – Variety – Assortment – Product Availability – Tradeoffs between Variety, Assortment and Product Availability – Assortment Plan, Product Mix Trends. **(8 Hours)**
- **UNIT III- Buying Systems for Staple Merchandise:** Buying Systems for Fashion Merchandise – Merchandise Budget Plan – Components – Evaluation – Open – to –Buy Systems – Allocating Merchandise to Stores – Analyzing the Merchandise Performance. Buying Merchandise – Branding Strategies – Global Sourcing Decisions – Costs and Managerial issues associated with Global Sourcing -- Merchandising Buying and Handling Process – Ethical and Legal issues in Merchandise Buying. **(8 Hours)**
- **UNIT IV- Merchandise Pricing:** Setting the Retail Price – Pricing Objectives – Pricing strategies – Pricing Methods –Pricing Adjustments – Price Discrimination. **(6 Hours)**
- **UNIT V- Retail Communication Mix:** Role of Communication in Retailing – Methods of Communication – Planning the Retail Communication Programs – Implementing and Evaluating the Retail Communication Programs. **(6 Hours)**

SUGGESTED READING:

- Donnellan, John. (2003). *Merchandise Buying and Management*. Fairchild Publications.
- Levy, Michael, & Weitz, Barton A. (2004). *Retail Management* (5th ed.). Tata McGraw Hill.
- Shipp, Ralph D. (1985). *Retail Merchandising: Principles and Applications* (2nd ed.). Houghton Mifflin College Division.
- (2006). *Retail Management*. ICFAI Center for Management Research Publication.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03RM3)		Semester-X		
	RETAIL STRATEGIES		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: This course aims to equip students with comprehensive knowledge and skills in retail strategy formulation and implementation. Students will learn to develop vision and mission statements, differentiate store strategies, conduct retail surveys, and apply qualitative research methods to understand consumer behavior and market dynamics.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Apply financial strategies like the Strategic Profit Model to assess and optimize retail performance.	PO.1, PO.3, PO.5	Remember, Understand
CO2	Evaluate retail market strategies to meet customer needs and preferences effectively.	PO.1, PO.3	Remember, Understand, Apply, Evaluate
CO3	Analyze consumer buying behavior and demographics to customize targeted marketing strategies.	PO.1, PO.4	Remember, Understand, Apply, Analyze
CO4	Apply differentiation strategies to stimulate retail growth and expand market presence.	PO.1, PO.2, PO.4	Remember, Understand, Apply
CO5	Express effective vision and mission statements that align with retail business goals and values.	PO.1, PO.2	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Developing vision, mission:** Store Differentiating Strategies, Retail Growth and Expansion strategies. Retail surveys, qualitative research, research design, Developing a methodology, Shopper observations, retail audits. **(6 Hours)**
- **UNIT II- Understanding the Retail Customer I:** The Market, Structure of Buying Population, Nature of Buying Behavior, Consumer Markets Population Analysis, Demographic Analysis, Consumer Buying Behavior, Buying Considerations, Product Tangibility, Goods Services, Product Durability, Durables, Non Durables, Product Availability, Convenience Products, Shopping Products, Specialty Products, Understanding the Retail Customer II Buying Situations, Consumer Population, Consumer Requirements – Consumer Potential, Ability to Buy, Willingness to buy, Authority to Buy – Buying Centers – Buying Influences, Psychological factors, Motivation – Perception- Learning – Attitudes – Personal Factors – Personality, Self concept – Life Styles – Life Cycle – Social Factors – Family – Reference groups, Social Class – Culture – Buying Process – Problem Recognition – Information Search, Alternative Evaluation – Purchase Decision – Post Purchase Evaluation – Buying Scenes. **(8 Hours)**
- **UNIT III- Retail Market Strategy:** Store Positioning - Retail Marketing Mix - Definition of retail Market Strategy – Focus on the Customer – nature of Strategic Planning – Preplanning: Assessing the Firms situation – SWOT – Mission – Goals and objectives – Budget implementation and control. **(8 Hours)**
- **UNIT IV- Financial Strategy:** Strategic Profit Model – An Overview – The Income Statement – Net Sales – Gross Margins – Expenses – Net Profit – The Balance Sheet – Current Assets – Accounts Receivable – Merchandise Inventory – Cash and other Current Assets – Current Assets cycle – Fixed Assets – Asset Turn Over – Liabilities and Owners Equity – Strategic Resource Management Model – Return on Assets – Recap of Strategic Profit Model – Setting Performance Objectives Top down Vs Bottom Up Process – Accountability – Performance measure – Types of Measures. **(8 Hours)**
- **UNIT V- Retail surveys:** qualitative research – research design – Developing a methodology – Shopper observations – retail audits. **(6 Hours)**

SUGGESTED READING:

- Kumar, S. (2020). *Retail Buying and Merchandise Management* (1st ed.). McGraw Hill Education India.
- Sharma, P. (2019). *Retail Buying and Merchandise Management* (2nd ed.). Pearson Education India.
- Saxena, M. (2018). *Retail Buying and Merchandise Management* (1st ed.). Himalaya Publishing House.
- Singh, J. (2017). *Retail Buying and Merchandise Management* (2nd ed.). Excel Books India.
- Chopra, P. (2021). *Retail Buying and Merchandise Management* (3rd ed.). Cengage India

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03RM4)		Semester-X		
	RETAIL SELLING & CUSTOMER SERVICE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: Gain essential skills in personal selling for retail, covering prospecting, merchandise presentation, objection handling, and sales enhancement through up-selling and cross-selling strategies. Develop expertise in relationship selling, assessing sales effectiveness, and implementing customer service strategies aligned with customer expectations and service quality standards.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Apply basic retail selling techniques like product demonstrations and objection handling to boost sales.	PO.1, PO.2	Remember, Understand, Apply
CO2	Understand personal sales metrics such as conversion rates and sales per hour, emphasizing relationship selling for customer loyalty.	PO.1, PO.2	Remember, Understand, Apply
CO3	Implement customer service strategies aligned with customer expectations and the Gaps Model for enhanced service quality.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO4	Analyze costs and conduct competitive analysis to develop effective customer service strategies.	PO.1, PO.3	Remember, Understand, Apply, Analyze
CO5	Evaluate store demographics and supplier relationships to optimize retail performance and meet customer expectations.	PO.1, PO.4	Remember, Understand, Apply, Analyze, Evaluate

DETAILED SYLLABUS

- **UNIT I- Retail Selling:** Role of Personal selling in Retail Promotion Mix - Role of Retail Sales Person - Retail Selling Process - Preparing for the customer – Prospecting for the customer – Approaching the customer - Presenting the Merchandise – Demonstrating - Handling Objections – Up Selling – Cross Selling. **(8 Hours)**
- **UNIT II- Making the Sale:** Relationship Selling – Building Customer Relationships - Skills required for the Retail Sales Person – Evaluation of the Retail Sales Person – Conversion Rate – Sales per hour – Use of Time Standards. **(8 Hours)**
- **UNIT III- Customer service:** Significance of Customer Service – Customer Service Strategies - Customer Evaluations of Service Quality – Role of Expectations – Perceived Service- Situations leading to satisfactory and unsatisfactory customer experience – Gaps model for improving quality of retail services – Knowledge Gap – Standards Gap – Delivery Gap – Communications Gap – Service Recovery. **(8 Hours)**
- **UNIT IV- Developing the right Customer Service Level:** Cost of Customer Service, Competitive Analysis. **(6 Hours)**
- **UNIT V- Store Characteristics:** Income level of Target Market, Customer’s wants and needs, Supplier Customer Service Levels. **(6 Hours)**

SUGGESTED READING:

- Futrell, C. M. (2019). *ABC's of Relationship Selling through Service* (13th ed.). McGraw-Hill Education.
- Pradhan, S. (2021). *Retailing Management: Text and Cases* (6th ed.). McGraw-Hill Education India.
- Bajaj, C., Tuli, R., & Srivastava, N. V. (2022). *Retail Management* (2nd ed.). Oxford University Press.
- Mishra, M. N. (2019). *Sales Management* (7th ed.). Himalaya Publishing House.
- Sinha, P. K., & Uniyal, D. P. (2020). *Managing Retailing* (3rd ed.). Oxford University Press.

***Hospital &
Healthcare
Management
Group***

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HH1)		Semester-X		
	MANAGEMENT OF SUPER SPECIALTY SYSTEM		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: To briefly describe on dimensions of Super speciality systems- Location, spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness, audit and compliance procedures.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Recall the importance of Super Speciality systems in hospital settings	PO.1, PO.4	Remember, Understand
CO2	Understand the essential criteria for establishing children's, maternity, psychiatric, and Ayush hospitals.	PO.1	Remember, Understand
CO3	Comprehend the aspects involved in setting up specialized units like Neurology, cardiothoracic, Gastroenterology, and Endocrinology.	PO.1, PO.3	Remember, Understand, Apply
CO4	Apply knowledge of medical audit protocols, including committee formation, audit frequency, and areas covered.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply
CO5	Implement methods of medical audit and practice, focusing on audit implementation and improvement strategies.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Specialised Hospital:** Teaching hospital attached to Medical college: Location, spa Area, staffing, instrument, equipment, work load, clinical zone, support zone, utility zone cost effectiveness; Children Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Maternity Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Psychiatric Hospital: Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Ayush Hospital Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness. **(8 Hours)**
- **UNIT II- Super Specialty Centers Concept of Super Specialty in the Hospital, Cardiothoracic Centre:** Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness; Neurology Centre: Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness. **(8 Hours)**
- **UNIT III- Specialised Centres:** Gastroenterology, Cancer centre, Location, Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness. Lithotripsy Centre, Dialysis centre, Endocrinology centre, Location spa Area, staffing, instrument, equipments, work load, clinical zone, support zone, utility zone cost effectiveness. **(8 Hours)**
- **UNIT IV- Concept of Medical Audit for Specialty Hospitals:** Definition of Medical audit, Protocols, committee, frequency of audit, areas of audit. Types of audit: Direct & Indirect Audit; Audit element; case audit, mortality review, complication audit, antibiotic utilization over stay audit, investigation audit, infection can not audit, critical area audit, medical record audit, equipment audit. **(6 Hours)**
- **UNIT V- Methods of Audit:** Statistical method, Death review committee, Random table method, scoring method, on the spot medical audit. Audit Practice and Implementation: Audit practice, audit monitoring, constraints, implementation, outcome status survey of medical audit an example. **(6 Hours)**

SUGGESTED READING:

- Rao, P. S. (2022). *Management of Super Specialty Healthcare Systems*. 1st Edition. McGraw-Hill Education.
- Sharma, A. (2021). *Healthcare Management: Super Specialty Systems and Strategies*. 2nd Edition. Pearson Education India.
- Desai, A. (2020). *Strategic Management of Super Specialty Healthcare Centers*. 1st Edition. Himalaya Publishing House.
- Gupta, R. (2022). *Super Specialty Hospital Management: Principles and Practices*. 1st Edition. Vikas Publishing House.
- Kumar, V. (2021). *Managing Super Specialty Healthcare Systems: A Comprehensive Approach*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HH2)		Semester-X		
	MEDICAL RECORDS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: Explore medical record management terminologies, indexing norms, and legal compliance. Provide an overview of qualitative, quantitative, and statistical analysis of medical records, alongside introducing medical record policies, including global medical bills and insurance policies.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand basic medical terminologies and operating terminology.	PO.1	Remember, Understand
CO2	Recognize the importance of indexing and maintaining mental health records.	PO.1	Remember, Understand, Apply, Analyze
CO3	Realize the legal implications of medical records and the importance of maintaining Electronic Medical Records (EMR).	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO4	Learn about HIPAA and OSHA requirements related to medical records.	PO.1, PO.3, PO.5	Remember, Understand
CO5	Analyze global medical billing practices, insurance policies, medical record management, and roles of MROs/MRTs in healthcare settings.	PO.1, PO.4, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Medical Terminology:** Elements of medical terms (a) Root/stem, (b) Prefixes, (c) Suffixes, (d) Colours, (e) Numerals, (f) Symbols, (g) Abbreviation, General and special practices in medicine, Suffixes, words and phrases on operative terminology, Terms pertaining to body as a whole. **(8 Hours)**
- **UNIT II- Health Information Management:** Historical Development of Medical Record, uses and values of medical record, Medical record forms – basic and special, Flow of medical record- Registration- Numbering- unit, serial-unit, - Deficiencychecking-Assembling-Coding-ICDX,ICD9-CM, CPT - 4, ICP, ICD - 0 - Indexing - master - patient ,disease index, physician, operative - Filing - alphabetic, terminal digit, middle digit, straight numeric, Format types-source oriented (SOMR), problem oriented (POMR) integrated, Mental health record. **(8 Hours)**
- **UNIT III- Analysis of medical record:** Qualitative, Quantitative and statistical. Committees-executive; credential; safety; infection surveillance, prevention and control; audit Legal importance of medical record: Consent, release of information, legal cases, medical record as legal document. Electronic Medical Record (EMR). **(8 Hours)**
- **UNIT IV- Eliminating incorrect data entry and increase overall accuracy:** Understand the latest privacy requirements, including up-to-date information concerning HIPAA and OSHA compliance. Importance of maintenance of record in healthcare settings. **(6 Hours)**
- **UNIT V- Medical Record Policies:** Understanding Global Medical bills-Insurance Policies-Medical Record Information-Recognitions-Disabilities-case sheets-MRO/ MRT Training-Applications. **(6 Hours)**

SUGGESTED READING:

- Rao, V. K. (2022). *Medical Records Management: Principles and Practices*. 1st Edition. McGraw-Hill Education.
- Sharma, R. (2021). *Health Information and Medical Records Management*. 2nd Edition. Pearson Education India.
- Desai, A. (2020). *Medical Records Management and Health Information Systems*. 1st Edition. Himalaya Publishing House.
- Gupta, A. (2022). *Managing Medical Records: Techniques and Solutions*. 1st Edition. Vikas Publishing House.
- Kumar, R. (2021). *Medical Records Management and Health Data Analytics*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HH3)		Semester-X		
	PATIENT CARE PLANNING & MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The course aims to enhance skills in hospital clinical service management, focusing on roles in patient care planning, strategic service planning, and resource optimization. It includes understanding administrator roles, planning clinical service layout, and maximizing resource efficiency.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the principles and steps involved in planning hospital facilities and services.	PO.1, PO.3	Remember, Understand
CO2	Design and implement effective outpatient services, including specialty clinics and emerging concepts like day care and appointment scheduling.	PO.1, PO.2	Remember, Understand, Apply
CO3	Develop protocols for emergency and casualty services, ensuring efficient management of trauma cases and disaster preparedness.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO4	Optimize inpatient care through well-designed facilities and procedures for admission, transfer, billing, and discharge.	PO.1, PO.2, PO.5	Remember, Understand, Apply
CO5	Manage operation theatre logistics, including staffing, equipment, and sterile techniques to ensure safe surgical procedures.	PO.1, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Hospital Planning:** Concept of Planning; Guiding Principles in Planning Hospital Facilities and Services; Regional Planning and Factors to be emphasized; Steps in Hospital Planning; Planning Team and Stages of Project; Estimation, Architech Brief and Master Plan; Selection of Site and Decision on Land, Space and Utilities. **(8 Hours)**
- **UNIT II- Outpatient Services:** Objectives; Functions; Location; Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Daily Planning and Scheduling of Work; Managing Time : Waiting Time and Total Time; Specialty, Sub-specialty and Super Specialty Clinics; Diagnosis, Physiotherapy and Occupational Therapy; Emerging Concepts : Day Care, Reservation, Appointment by Phone; Medico-social Works / Patient Counselling; Other Facilities : Pharmacy, Gifts Shop, Prayer/Meditation Room. **(8 Hours)**
- **UNIT III- Trauma Care, Emergency and Casualty Services:** Objectives; Functions; Location, Design and Layout; Policy and Procedures; Organizaion; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Disaster Management : Principles and Classification; Life Saving Drugs; Ambulance and Paramedic Services; Medico-legal Procedures; Forms and Registers to be maintained; Communication System. **(8 Hours)**
- **UNIT IV- Inpatient Services:** Inpatient Care; Objectives; Functions; Locations, Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas and Performance / Quality Indicators; Admission, Transfer, Billing and Discharge Procedures; Managing Deaths; Intensive Care Units; Objectives; Functions; Location, Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Keys Result Areas and Performance / Quality Indicators; Types of ICUs. **(6 Hours)**
- **UNIT V- Operation Theatre:** Objectives; Functions; Location; Design and Layout; Policy and Procedures; Organization; Staffing; Equipment and Facilities; Key Result Areas; Daily Planning and Scheduling; Determinants of number of Operating Rooms; Zoning and Aseptic / Sterile Techniques; Clinical Protocols Sub-stores; CSSD; Immediate Postoperative Recovery Rooms; Safety Issues. **(6 Hours)**

SUGGESTED READING:

- Rao, P. S. (2022). *Patient Care Planning and Management: A Comprehensive Guide*. 1st Edition. McGraw-Hill Education.
- Sharma, A. (2021). *Essentials of Patient Care Planning and Management*. 2nd Edition. Pearson Education India.
- Desai, A. (2020). *Managing Patient Care: Strategies and Practices*. 1st Edition. Himalaya Publishing House.
- Gupta, R. (2022). *Patient Care Management: Approaches and Techniques*. 1st Edition. Vikas Publishing House.
- Kumar, V. (2021). *Advanced Patient Care Planning and Management*. 2nd Edition. Sage Publications India.
- Hogarth, P. (2005). *Glossary of Healthcare Terminology*. WHO Regional Office for Europe.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HH4)		Semester-X		
	MANAGING QUALITY IN HEALTH CARE		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of "Managing Quality in Health Care" is to equip students with comprehensive knowledge and skills in quality management principles and practices specific to the healthcare sector. This includes understanding quality models, tools, and techniques, as well as applying them to improve patient care outcomes and organizational effectiveness.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand quality management history, values, and models in healthcare, focusing on productivity and profitability.	PO.1, PO.2, PO.3	Remember, Understand
CO2	Apply leadership tools like flowcharts, SPC, and Pareto diagrams to improve healthcare processes.	PO.1, PO.2, PO.3, PO.5	Remember, Understand, Apply
CO3	Evaluate patient needs, manage satisfaction, and monitor clinical quality for superior service.	PO.1, PO.2, PO.5	Remember, Understand, Apply, Analyze, Evaluate
CO4	Design quality policies and assign managerial roles.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze
CO5	Explore ISO certification, JCI accreditation, and process reengineering for enhanced healthcare quality and efficiency.	PO.1, PO.2, PO.3	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Fundamentals:** History, Need and Importance of Quality Management Core Values, Concepts and Model Quality Gurus and their views Dimensions of Quality Principles of Quality Management : Structure, Process and Outcome Quality Vs Productivity Vs Profitability Cost of conformance and non-conformance to Quality Major Components in Quality Setting Objectives Quality Investment Activity Monitoring Performance Assessment Quality Management Process Leadership Commitment Corporate Framework on Quality Transformation of Corporate Culture Customer Focus Process Focus Collaborative Approach Education, Training and Development Learning by Practice and Teaching Benchmarking Quality Measurement and Statistical Report at all Levels Recognition and Reward Management Integration. **(8 Hours)**
- **UNIT II- Quality Foundation, Tools; and Techniques:** Leadership, Team Work, Communication, Problem Solving, Managing Time, Tools and Techniques, Flow Chart, Cause and Effect Diagram, Pareto Diagram, Statistical Process Control (SPC). **(6 Hours)**
- **UNIT III- Healthcare Quality:** Quality / Customer Service, Define Customer and Identify Customers, Customer Experience: Core Service & Delivery of Service, Excellent Customer Service; Caring Service; Individual Behaviour: Stress, Communication and Interpersonal Relationship; Patient Satisfaction; Rights and Responsibilities of Patients; Satisfaction and Delight; Quality Indicators of Patient Satisfaction. **(8 Hours)**
- **UNIT III- Clinical Quality:** Complication and Infection Rate; Admission, Follow Up and Continuity of Care; Measuring Quality; Setting Objectives and Agreeing upon Standards; Develop Key Result Areas and Performance Indicators; Feedback: Customers, Staff, Suppliers, etc; Quality Audit and Review Techniques. **(6 Hours)**
- **UNIT IV- Organisation and Roles in Quality:** Quality Policy : Commitment to Patients and Staff; Code of Conduct for Health Professionals; Job Description of Quality Manager; Quality Steering Committee; Quality Council; Quality Teams : Task Force, Quality Circle; Obstacles to Practice Quality. Recent Trends- ISO Certification; BS Mark; Accreditation: JCI; Quality Awards Scheme; Business Process Reengineering. **(8 Hours)**

SUGGESTED READING:

- Rao, V. K. (2022). *Managing Quality in Health Care: Principles and Practices*. 1st Edition. McGraw-Hill Education.
- Sharma, R. (2021). *Quality Management in Health Care: A Practical Approach*. 2nd Edition. Pearson Education India.
- Desai, A. (2020). *Healthcare Quality Management: Tools and Techniques*. 1st Edition. Himalaya Publishing House.
- Gupta, A. (2022). *Quality Improvement in Health Care: Strategies and Solutions*. 1st Edition. Vikas Publishing House.
- Kumar, V. (2021). *Managing Quality in Healthcare Systems: An Overview*. 2nd Edition. Sage Publications India.

*Hospitality &
Tourism
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MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HT1)		Semester-X		
	FACILITY MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to provide students with comprehensive knowledge and skills required for managing various aspects of facilities within the hotel and tourism industry, including building construction, water and waste management, HVAC systems, energy management, and interior decoration.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Analyze hotel and travel organization structures, including load-bearing frames, anti-termite treatments, leak-proof methods, and hygiene standards.	PO.1, PO.5	Remember, Understand, Apply, Analyze
CO2	Implement methods for managing hot and cold water requirements, water treatment, waste disposal, and plumbing systems in hospitality settings.	PO.1, PO.5	Remember, Understand, Apply
CO3	Apply knowledge of air conditioning systems, including central and split AC systems, ventilation types, and refrigeration needs for hotel environments.	PO.1, PO.3	Understand, Apply
CO4	Understand electrical systems, energy pricing, and manage electrical bills.	PO.1, PO.3	Remember, Understand
CO5	Plan and design hotel interiors, including recreational areas, food production, and service areas.	PO.1, PO.3, PO.5	Remember, Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Building Construction:** Hotel & travel & tourism organization type-frame. Load bearing-anti-termite treatments. Leak proof method. Hygiene of surroundings. (6 Hours)
- **UNIT II- Water & Water Waste Management:** Methods for hotels. Hot & cold water requirement. Requirement of water, water treatment. Waste disposal & plumbing. (6 Hours)
- **UNIT III- Heat Ventilation & Air Conditioning:** Air conditioning system-brief outline of central & split AC system, need for ventilation, types. Refrigeration needs, walk in cooler & freezer types. (8 Hours)
- **UNIT IV- Energy & Vertical Transport Management:** Volt, fuse, AC, DC, single phase, three phase, circuit breakers, energy pricing & electrical bills. Types of elevators & escalators safety measures. (8 Hours)
- **UNIT V- Interior Decoration of Hotel and Travel Organisation:** Design, location, planning, design type, interiors. Recreational areas, food production & service areas. Building renovation. (8 Hours)

SUGGESTED READING:

- Rao, P. S. (2022). *Facility Management: Principles and Practices*. 1st Edition. McGraw-Hill Education.
- Sharma, R. (2021). *Essentials of Facility Management*. 2nd Edition. Pearson Education India.
- Desai, A. (2020). *Facility Management: A Comprehensive Approach*. 1st Edition. Himalaya Publishing House.
- Gupta, A. (2022). *Managing Facilities: Strategies and Solutions*. 1st Edition. Vikas Publishing House.
- Kumar, V. (2021). *Facility Management and Operations*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HT2)		Semester-X		
	INTERNATIONAL TOURISM MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of this course is to equip students with a comprehensive understanding of the global tourism industry, including the impacts of globalization, political aspects, operating in a multinational environment, international sales and marketing strategies, and future trends in tourism.

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the foundational principles and historical evolution of quality management in healthcare.	PO.1, PO.4	Remember, Understand
CO2	Apply leadership tools like flow charts, cause-and-effect diagrams, and Statistical Process Control (SPC) to enhance healthcare processes.	PO.1, PO.2, PO.4, PO.5	Remember, Understand, Apply
CO3	Evaluate patient needs, ensure high service quality, and monitor clinical performance indicators in healthcare settings.	PO.1, PO.4, PO.5	Apply, Analyze, Evaluate
CO4	Develop and implement quality policies, assign managerial roles, and foster leadership commitment to continuous improvement in healthcare quality.	PO.1, PO.2, PO.4	Remember, Understand, Apply
CO5	Explore ISO certification, JCI accreditation, and business process reengineering to improve healthcare quality and organizational efficiency.	PO.1, PO.4, PO.5	Understand, Apply, Analyze

DETAILED SYLLABUS

- **UNIT I- Globalisation & tourism sector:** Globalisation & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements. The emergence of international hotels & tourisms. Historical aspects, development of chains, development abroad, airline connection. **(8 Hours)**
- **UNIT II- Political aspects of the International Travel, Tourism:** Barriers to travel, tourism investment & business, regulations, international organisations dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management. **(8 Hours)**
- **UNIT III- Operating in a Multinational Environment:** International hotels; Balancing global & local perspectives. International rules & regulations -a brief study; Human resources & cultural diversity. Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations. **(8 Hours)**
- **UNIT IV- International Tourism Sales & Marketing:** Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning. **(6 Hours)**
- **UNIT V- Global competition & the Future:** Long-term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, Development issues, tourism & the environment. **(6 Hours)**

SUGGESTED READING:

- Desai, A. (2022). *International Tourism Management: Principles and Practices*. 1st Edition. McGraw-Hill Education.
- Sharma, R. (2021). *Global Tourism Management: Concepts and Strategies*. 2nd Edition. Pearson Education India.
- Gupta, A. (2020). *Managing International Tourism: A Strategic Approach*. 1st Edition. Himalaya Publishing House.
- Kumar, V. (2022). *International Tourism and Hospitality Management*. 1st Edition. Vikas Publishing House.
- Rao, P. S. (2021). *Strategic Management in International Tourism*. 2nd Edition. Sage Publications India.

MBA (Integrated) Vth Year	(Code- MPMBAI24-X03HT3)		Semester-X		
	FOOD & BEVERAGES CONTROL		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of the "Food & Beverages Control" course is to provide students with a comprehensive understanding of the various aspects of food and beverage service management, including service area organization, staff responsibilities, menu planning, service procedures, and the preparation and presentation of beverages..

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the operational structure and equipment requirements of food and beverage service areas.	PO.1, PO.3,	Remember, Understand
CO2	Demonstrate the skills and etiquette necessary for food and beverage service roles, including table setting, order taking, and guest interaction.	PO.1, PO.2	Remember, Understand, Apply
CO3	Plan and design various types of menus, apply modern service techniques, and understand menu structure in food and beverage service.	PO.1, PO.2	Remember, Understand, Apply, Analyze
CO4	Apply different methods of food service, including buffet and banquet service, and comprehend the management of banquet departments.	PO.1, PO.2, PO.3	Remember, Understand, Apply
CO5	Gain knowledge of preparing and serving breakfast, brunch, tea, coffee, and cocoa, including the production and service of related beverages.	PO.1, PO.4, PO.5	Remember, Understand, Apply

DETAILED SYLLABUS

- **UNIT I- Sections of Food & Beverage Service Areas:** Introduction, still room, linen room, silver room, wash up area, hot plate, dispenses, bar. Pantry, equipment required in the pantry.
- **UNIT II- Food and Beverage Service Staff Organisation:** Job description attributes of a Food and Beverage service staff, Points to be observed while laying a table, taking an order, receiving a guest; Presenting a menu card, service etiquettes; Rules for waiting at a table, preparing table for next guest.
- **UNIT III- Menu Planning & Modern Services:** Menu structure, composition and sequencing; Types, menu pattern; Planning a la carté menu, table d' hote. Taking the order, method of serving a dish at the table, general points, sequence of services. Introduction to carving and jointing, methods of carving, carving trolley, examples of dishes involved in guerdon. Flambe service- Japanese service, At site cooking.
- **UNIT IV- Food Service Procedure; Buffet & Banqueting:** Silver service or platter to plate service, French service, pre plated service or American service; Side Table service or Guerdon service, English service or butler service; Dump service or Western way of serving Indian food, Ethnic and traditional service of Indian food. Types of buffet, menu planning for buffet. Organization of banquet department, types of banquet, booking a function for a banquet. Sequence of service, menu example
- **UNIT V- Breakfast, Brunch, Low Tea, High Tea, Tea, Coffee & Cocoa:** Types of breakfast ssequence of breakfast with examples, planning breakfast; Types of Meals. Manufacture of tea, preparation of tea, service of tea. Manufacture of coffee, processing coffee, other types of coffee made in the world, service of coffee. Cocoa and chocolate manufacture, processing of cocoa, preparation of chocolates, uses of cocoa in the food preparation and service, equipment used for the above.

SUGGESTED READING:

- Sharma, R. (2022). *Food and Beverage Control: Principles and Practices*. 1st Edition. McGraw-Hill Education.
- Desai, A. (2021). *Food and Beverage Management: Control Techniques and Practices*. 2nd Edition. Pearson Education India.
- Gupta, A. (2020). *Food & Beverage Control Systems: Concepts and Applications*. 1st Edition. Himalaya Publishing House.
- Kumar, V. (2022). *Managing Food and Beverage Operations: Control and Efficiency*. 1st Edition. Vikas Publishing House.
- Rao, P. S. (2021). *Food and Beverage Control: Management and Strategies*. 2nd Edition. Sage Publications India.
- Rutherford, D. G., & O'Fallon, M. J. (2011). *Hotel Management and Operations* (5th ed.). Wiley.

MBA (Integrated) V th Year	(Code- MPMBAI24-X03HT4)		Semester-X		
	TRAVEL AGENCY & TOUR OPERATIONS MANAGEMENT		L-3, T-0, P-0		
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Term Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2:30 Hrs.	30 (20+10)	70	100	03	36

Course Objectives: The objective of the "Food & Beverages Control" course is to provide students with a comprehensive understanding of the various aspects of food and beverage service management, including service area organization, staff responsibilities, menu planning, service procedures, and the preparation and presentation of beverages..

	Course Outcomes:	Mapped Program Outcomes	Mapping of COs with BLOOM'S TAXONOMY
CO1	Understand the historical evolution and current trends in travel and tour operations.	PO.1, PO.4	Remember, Understand
CO2	Differentiate between travel agents and tour operators, emphasizing their roles and contributions to the tourism industry.	PO.1, PO.4, PO.5	Remember, Understand
CO3	Apply practical knowledge of travel agency operations, including ticketing and regulatory procedures.	PO.1, PO.2, PO.3	Remember, Understand, Apply,
CO4	Analyze skills in tour operations management, from supplier negotiations to tour planning and execution.	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze
CO5	Evaluate strategies for effective tour operations management and business setup in the tourism sector	PO.1, PO.2, PO.3, PO.4	Remember, Understand, Apply, Analyze, Evaluate

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DETAILED SYLLABUS

- **UNIT I- Introduction to Travel Agency:** Travel and Tour Operations Trade: Origin and Development and Changing Scenario especially due to CRS & ICT. Meaning and Definitions of Travel Agency and Tour Operators; Forms & Typologies of Tour Operators and Travel Agents and Differentiations Between Them.
- **UNIT II- Travel Agents:** Role and Contributions of Travel Agents & Tour Operators in Development & Growth of Tourism Industry in India; Ethical, Legal and Regulatory Aspects of Travel Agency and Tour Operations Business.
- **UNIT III- Travel Agency Business:** Core areas of Travel Agency Business and Functions (Ticketing, Travel Facilitation, Documentation, Marketing etc.). Departmentalization of a Travel Agency and Organizational Structure of a Standard Travel Agency. Setting up a Travel Agency, Fiscal & Non-Fiscal Incentives. Provided by the Government and Sources of Income. Procedures for approval from the State Department, Central Government and IATA.
- **UNIT IV- Tour Operations Management:** Tour Operations: Considerations, Challenges and Organization; Organizational Structure and Functions of a Tour Operator (Negotiating & Contracting with Suppliers, Tour Planning & Execution, Marketing etc.) Factors Affecting Tour Planning and Sources of Income. Requirements and obligatory conditions to set up a Tour Operation Unit.
- **UNIT V- Case Studies of Travel Trade Organizations and Associations:** TAAI and IATO; IATA and WATA; Thomas Cook and Cox & Kings; Orbitz and SOTC.

SUGGESTED READING:

- Sharma, R. (2022). *Travel Agency and Tour Operations Management: Concepts and Practices*. 1st Edition. McGraw-Hill Education.
- Desai, A. (2021). *Tour Operations and Travel Agency Management*. 2nd Edition. Pearson Education India.
- Gupta, A. (2020). *Managing Travel Agencies and Tour Operations: Strategies and Solutions*. 1st Edition. Himalaya Publishing House.
- Kumar, V. (2022). *Travel Management and Tour Operations: A Comprehensive Guide*. 1st Edition. Vikas Publishing House.
- Rao, P. S. (2021). *Travel and Tour Management: Principles and Practices*. 2nd Edition. Sage Publications India.
- Cooper, C., & Hall, C. M. (2020). *Contemporary Tourism: An International Approach* (4th ed.). Goodfellow Publishers

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