O P JINDAL UNIVERSITY

School of Management
Scheme & Syllabus
of
**Master of Business Administration
[MBA]
Program Code: 02NPG010**

(Two Years Full Time Programme as Per NEP)

From Academic Session 2025-26

Programme Structure

FIRST SEMESTER (NHEQF LEVEL 6)

S. No.	Course Code	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
						PRE		ESE	Total Marks	
			L	T	P	Mid Sem	TA			
Discipline Specific Courses - Major (DSC)										
1	MGT25-M-MBA-101	Management Concepts & Behavioral Science	3	1	-	20	30	50	100	4
2	MGT25-M-MBA-102	Managerial Accounting	3	1	-	20	30	50	100	4
3	MGT25-M-MBA-103	Managerial Economics	3	1	-	20	30	50	100	4
4	MGT25-M-MBA-104	Operations Management	3	1	-	20	30	50	100	4
5	MGT25-M-MBA-105	Quantitative Techniques in Management	3	1	-	20	30	50	100	4
Skill Enhancement Course (SEC-1)										
6	MGT25-M-MBA-106	Business Communication & Soft Skill	3	-	1	-	50	50	100	4
Vocational Course (VOC - 1)										
7	MGT25-M-MBA-107	Business Computing	3	-	1	-	50	50	100	4
			18	5	1	100	200	300	600	24

The students are required to choose either SEC 1 or VOC 1

Programme:	MBA	Semester:	I
Name of the Course:	Management Concepts & Behavioural Science	Course Code:	MGT25-M-MBA-101
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course provides foundational insights into Management and Organizational Behaviour (OB). It covers key management concepts, functions, skills, and theories, alongside the evolution of management thought. It explores individual and group dynamics, organizational effectiveness, and behaviour models. Students will learn about planning, organizing, staffing, directing, and controlling, as well as motivation, leadership, emotional intelligence, and organizational culture. The course equips learners to understand and manage human behaviour in organizational settings.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of management.
CO2	Demonstrate the roles, skills and functions of manager.
CO3	Analyze individual behaviour within organizations, including biological and psychological foundations, using established OB models.
CO4	Relate real work life organizational behaviour issues & concerns.
CO5	Evaluate organizational dynamics for improving organizational effectiveness.

Syllabus

Unit - I: Introduction to Management

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Unit - II: Functions of Management

Planning - concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation. Decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

Unit - III: Introduction to OB

Understanding Human Behaviour, Conceptual framework for understanding individual behaviour as an input-output system, biological foundation of Behaviour, The dynamics of people and

Organization; Comprehensive organizational behaviour model; Determinants of organizational effectiveness; Biographical characteristics of individual behaviour.

Unit IV: Individual & Group Dynamics

Personality, Perception, Motivation, Leadership, Emotional Intelligence, Learning. Importance and Need for group formation, Intra-group & Inter-group processes and behaviour, Team building.

Unit V: Organizational Dynamics

Organizational Culture & Climate, Organizational Structure & Job Design, Conflict, Power & Politics, Organizational Change: Forces of Change, Resistance to Change, Lewin's Three-Step Model.

Text Books:

1. L.M. Prasad - Principles and Practice of Management, Sultan Chand
2. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
3. Luthans Fred: Organizational Behaviour, TMH New Delhi
4. Davis Keith, Human Behaviour at Work, TMH, New Delhi

Reference Books:

1. Stoner, Freeman, Gilbert - Management, PHI.
2. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Accounting	Course Code:	MGT25-M-MBA-102
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aims of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the applicability of the concept of accounting to the managerial decisions
CO2	Prepare journal entries, ledgers, and final accounts including adjustments to determine financial outcomes.
CO3	Analyse the Financial Statement with financial data in the organization
CO4	Apply cost-volume-profit analysis and marginal costing techniques for managerial decision-making.
CO5	Use management accounting techniques to make strategic decisions.

Syllabus

Unit - I: Introduction to Accounting

Meaning and nature of accounting; Need, objectives and functions of accounting; Types of accounting; Concepts and Conventions of accounting standards-Indian and IFRS; Accounting equation- Practical Problems.

Unit - II: Preparation of Books of Accounts

Journal, Ledger and Trial Balance; Final Accounts; Trading account; Profit and loss account; Balance Sheet with adjustments; Practical Problems.

Unit - III: Financial Statements Analysis

Concept, Components and application of financial statements; Meaning and concepts of Cash Flow and Fund Flow Statement; Practical Problems; Meaning and Objectives of Financial Statements Analysis; Tools of Financial Statements Analysis, Comparative statements, Common size statement, Trend Analysis, Ratio analysis- Practical Problems, Variance Analysis.

Unit-IV: Cost Volume Profit Analysis

Marginal Costing, Break Even Analysis, Relevant Costs for Decision making, Reporting to Management

Unit V: Introduction to Management Accounting

Meaning, Nature, Functions and Objectives of Management accounting, Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost volume-profit analysis. Decisions regarding sales-mix make or buy decisions and discontinuation of a product line - Practical Problems.

Text Books:

1. Financial Accounting S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari Vikas Publishing House Pvt. Ltd. 6e, 2018

2. Accounting for Management-Text & Cases S.K. Bhattacharya & John Dearden Vikas Publishing House Pvt. Ltd. 3e, 2018

3. Garrison, R., Noreen, E., Brewer, P. and Mardina, R., Managerial Accounting, McGraw-Hill Irwin, Second Edition, 2018

4. Accounting for Managers J.Made Gowda Himalaya Publishing House 1e, 2007

Reference Books:

1. Financial Accounting for Management N. Ramachandran, Ram Kumar Kakani McGraw Education (India) Private Limited 4e., 2016

2. Management Accounting: Text, Problems and Cases M Y Khan, P K Jain Tata McGraw-Hill Education 7e, 2017

3. Horngren, C. T., Datar, S. M., Rajan, M. V., Cost Accounting: A Managerial Emphasis, Prentice Hall, 14th Edition 2019

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Economics	Course Code:	MGT25-M-MBA-103
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: To familiarizes the students with various micro and macroeconomic behaviour in an organizational setup which will facilitate in the decision-making process.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.
CO2	Analyze short-run and long-run production functions, including laws of returns and technological impacts on production efficiency.
CO3	Evaluate various cost concepts and cost behaviours to support decisions related to cost control, output maximization, and pricing.
CO4	Examine different market structures and apply appropriate pricing strategies under varying competitive conditions.
CO5	Interpret macroeconomic indicators like national income, inflation, and business cycles, and assess their impact on managerial decisions.

Syllabus

Unit-I: Demand and Supply Analysis
Nature and scope of Managerial Economics, Role of Managerial Economics in Decision Making, Determinants of demand, Law of demand, Law of supply, Elasticity of Demand and Supply, Demand Estimation and Forecasting Elasticity in Decision Making

Unit - II: Production Function
Short Run Production Function – Production with one variable input and Long Run Analysis of Production Function – the laws of return to scale, Technological Progress and the Production Function.

Unit - III: Cost Analysis
Derivation of Short Run and Long Run, Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Theory of Cost: Fixed and Variable, Average cost, sunk (Controllable and uncontrollable cost), Cost Curves, Economies of Scale & Scope, Output Maximisation & Cost Minimisation, Cost Estimation.

Unit - IV: Market Structure Analysis
Market, Types of market competition; Pricing under Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly; Shut down condition of firm,

Unit - V: Macroeconomic Policy

National Income; Concepts and various methods of its measurement, Circular flows in 2 sectors, 3 sector, 4 sector economies, Inflation, types and causes, Business Cycle & its phases.

Text Books:

1. H.L Ahuja – Advanced Microeconomics
2. S.P.S. Chauhan-Micro Economics An Advanced Treatise-PHI
3. P.L.Mehta - Managerial Economics- Sultan Chand
4. Peterson, Jain - Managerial Economics- Pearson
5. Shapiro - Macro Economics, Tata McGraw Hill

Reference Book:

1. R. Froyen- Macro Economics, Pearson

Programme:	MBA	Semester:	I
Name of the Course:	Operations Management	**Course Code:**	MGT25-M-MBA-104
Credits:	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course introduces concepts and fundamentals of basic operations management for decision making in business. It deals with the basics of design and operations of systems for production of goods and services. It will explore the approaches and analyse strategic decisions in operations management with a focus on designing products and processes, allocating scarce resources to strategic alternatives, and long-range capacity and facility planning.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Explain the role of operations management and design efficient production and service systems aligned with organizational strategy.
CO2	Apply capacity planning, scheduling, and inventory control techniques to optimize production processes.
CO3	Evaluate and implement quality management systems using tools like TQM, Six Sigma, and SPC for continuous improvement.
CO4	Analyze supply chain processes and develop strategies for efficient logistics, sourcing, and customer relationship management.
CO5	Identify emerging trends and technologies in operations to enhance sustainability, flexibility, and competitiveness in business operations.

Syllabus:

Unit I: Operations Management and System Design
Introduction to Operations Management: Nature, Functions, and Scope; Operations Strategy and Competitive Priorities; Productivity Concepts and Measurement; Production and Service Systems; Designing an Operations System; Process Design and Process Selection; Facility Layout Planning and Analysis; Location Planning and Analysis.

Unit II: Capacity and Production Planning
Capacity Planning: Short-term and Long-term; Aggregate Capacity Planning; Master Production Schedule (MPS); Materials Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Capacity Requirement Planning (CRP); Production Planning and Scheduling; Inventory Management Techniques and EOQ Models,

Unit III: Quality Management and Continuous Improvement
Concepts and Philosophy of Quality: Product, Process, and Service Quality; Dimensions and Costs of Quality; Total Quality Management (TQM), Six Sigma, Lean Manufacturing; Just-In-Time (JIT)

Production System; Statistical Process Control (SPC) and Statistical Quality Control (SQC); 7 QC Tools and Quality Circles; Quality Standards: ISO, OHSAS; Global Quality Awards & Recognition (e.g., Deming Prize, Malcolm Baldrige Award).

Unit IV: Supply Chain and Logistics Management
Introduction to Supply Chain and Logistics Management; Key Drivers of Supply Chain (Facilities, Inventory, Transportation, Information, Sourcing, Pricing); Supply Chain Planning Strategy; Role of Warehousing, Distribution, and Transportation; Supplier Relationship Management (SRM); Customer Relationship Management (CRM); Coordination and Integration in Supply Chains.

Unit V: Emerging Trends and Technology in Operations
Role of Technology in Operations (IoT, AI, Automation); Sustainable Operations and Green Manufacturing; Service Operations Management; Lean Supply Chain and Agile Manufacturing; Risk Management in Operations; Benchmarking and Best Practices in Operations; Operations Analytics and Decision Support Systems.

Text Books:

1. Stevenson Williams J, Operations Management, McGraw Hill Education.
2. Operation & Supply Chain Management – Russel & Taylor – Wiley.
3. Operations Management – Norman Gaither & Greg Frazier – CENGAGE

Reference Books:

1. Production and Operations Management – S N Chary – McGraw Hill
2. Total Quality Management – Besterfields - Pearson
3. Service Management – James A. Fitzsimmons & Mona J. Fitzsimmons. McGraw Hill
4. Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl& D V Kalra - Pearson

Programme:	MBA	Semester:	I
Name of the Course:	Quantitative Techniques in Management	**Course Code:**	MGT25-M-MBA-105
Credits:	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course will introduce concepts and fundamentals of basic quantitative techniques for decision making in business. These techniques include data collection, description, and presentation and analysis, etc. Emphasis will be placed on application of these tools in solving business problems in various business fields like finance, production, operations, transportation, marketing, etc.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the fundamental concepts and applications of statistics in business.
CO2	Compute and interpret measures of central tendency and dispersion to describe and analyze business data.
CO3	Analyze relationships between variables using correlation and regression techniques for business insights.
CO4	Understand the purpose, characteristics, and process of business forecasting for managerial decision-making.
CO5	Apply suitable quantitative forecasting methods to predict future business trends and performance.

Syllabus

Unit I: Introduction to Statistics
Definition and Relevance, Characteristics, Functions and Limitations of Statistics, Scope and Application of Statistics, Types of Data and Data Collection Methods, Classification and Tabulation of Data, Frequency and Frequency Distribution, Overview of Descriptive and Inferential Statistics.

Unit II: Measures of Central Tendency and Dispersion
Measures of Central tendency (Statistical Averages): Mean, Median and Mode; Characteristics, Uses, Advantages and Disadvantages of each measure; Position of Mean, Median and Mode in symmetrical and skewed distribution. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Variance; Interpretation and Properties of Dispersion Measures.

Unit III: Correlation and Regression
Correlation and Regression analysis: Correlation- Meaning and Type, Interpretation of Scatter Plot; Karl Pearson's Correlation Coefficient and its Properties, Spearman's Rank Correlation Coefficient; Regression Analysis: Simple Linear Regression, Regression Coefficients, Least Squares Method, Standard Error of Estimate.

Unit IV: Business Forecasting

Definition and Objectives of Business Forecasting; Characteristics and Importance in Business Decision-Making; Theories of Business Forecasting; Steps in Forecasting Process; Advantages and Limitations of Forecasting.

Unit V: Methods of Business Forecasting

Qualitative and Quantitative Forecasting Methods; Time Series Analysis (Trend, Seasonal, Cyclical, and Irregular Variations); Moving Averages, Exponential Smoothing; Regression as a Forecasting Tool; Case Applications of Forecasting in Business.

Text Books:
1. Richard Levin & David Rubin: Statistics for management, Prentice Hall.
2. Quantitative Methods for Business by Anderson, Sweeney, Williams, Camm, Martin, 12th Edition

Reference Books:
1. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
2. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons

Programme:	MBA	Semester:	I
Name of the Course:	Business Communication & Soft Skill	**Course Code:**	MGT25-M-MBA-106
Credits:	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course enables students to understand the basic principle of communication and enables them describe various ways of employment communication as well as develop the understanding and skill of presentation.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of Business communication in the organization.
CO2	Demonstrate effective written communication by applying principles of clarity and conciseness
CO3	Develop well-structured business proposals and reports, and create professional resumes and career documents suited to industry standards.
CO4	Apply effective oral communication skills in business contexts.
CO5	Exhibit essential professional traits in workplace communication scenarios.

Syllabus

Unit-I: Introduction

Definition and classification of communication, purpose of communication, 7 C's of communication, importance of communication in management, Communication Process, Cross-cultural Communication; Corporate Communication; Ethics in Business Communication; Role of social media in communication

Unit - II: Business Correspondence, Written Communication

Purpose of writing, pros & cons of written communication, Principles of effective writing, Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Cover Letter, Thank You Letter, Letter of Complaint, Buffers, Notice, Circular and Memos, Email writing etiquette.

Unit - III: Business Proposals and Reports

Proposal writing; Reports: Definition & purpose, types of business reports, reports writing structure; Careers and Resumes.

Unit - IV: Oral Communication Skills for Business

Oral Communication, principles of successful oral communication, Grapevine, Listening Skills. Effective Listening; Business Presentations and Public Speaking; Conversations; Interview, Group Discussions, Team Presentations.

Unit V: Developing key traits

Creativity, critical thinking and problem solving, Motivation, persuasion and negotiation.

Text Books:

1. Meenakshi Raman and Prakash Singh, Business communication, Oxford University Press

2. Lesikar, Flatley, Rentz and Pande N., Business Communication: Making Connections in a Digital World, Tata McGraw Hill

Reference Books:

1. Sharma R.C., Mohan Krishna, Business Correspondence and Report Writing, Tata McGraw Hill
2. Lesikar and Flatley, Basic Business Communication, Tata McGraw Hill

Programme:	MBA	Semester:	I
Name of the Course:	Business Computing	Course Code:	MGT25-M-MBA-107
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-0-2

Course Description: This course introduces the fundamentals of computer systems, MS Office tools, networking, software and data management, and the application of artificial intelligence in business. Students will gain practical skills in using technology to support business functions and develop an understanding of emerging trends like AI and cybersecurity.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the components of computer systems and their applications in business environments.
CO2	Apply MS Office tools (Word, Excel, PowerPoint) for effective business documentation, analysis, and presentations.
CO3	Explain basic networking concepts, internet operations, and common communication tools like email and browsers.
CO4	Differentiate between types of software and understand the role of database management systems in business operations
CO5	Identify applications of Artificial Intelligence in business and understand ethical considerations and cybersecurity essentials.

Syllabus

Unit - I: Introduction to Computer Systems

Basic Computer Organization, Differentiating between Data & Information, Types of Computers. Operating systems; Storage devices; Computer Languages; Application of Computer in Business.

Unit - II: Introduction to MS-Office

MS-Word: Overview: Page Setup, Margins, Tabs, Header and Footer. MS-Power-point: Overview, Working with themes, Charts, Graphics and Tables. MS-Excel: Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions, Graphs, Conditional Formatting, Sorting and Filtering Data.

Unit - III: Introduction to Networking

Networking Basics, Topologies, Basics of Internet, Bandwidth Issues, E- mail, Browser and Search Engine.

Unit - IV: Software and Data Management

System Software, Application Software, Programming Software, open-source software, DBMS: Introduction, Functions and Advantages of DBMS and RDBMS.

Unit - V: Introduction to Artificial Intelligence in Business

Overview of AI & Machine Learning, Applications of AI in marketing, HR, finance, supply chain, Chatbots, Recommendation Systems, Predictive Analytics, Ethics and Bias in AI, Cybersecurity essentials for managers.

Text Books:

1. Introduction to Computers, Peter Norton, TMH Publications, Seventh ed.

2. Computer Fundamentals, P.K. Sinha, Priti Sinha, BPB Publications, Fourth Edition

Reference Books:

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi

2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay

3. Suresh K. Basandra, Computer Today, Galgotia Publications Pvt. Ltd.

3. White, Data Communications & Computers Network, Thomson Learning Bombay

SECOND SEMESTER (NHEQF LEVEL 6)

S. No.	Course Code	Course Name	Periods per week			Scheme of Examination and Marks				Credits: L+T+ (P/2)
						PRE		ESE	Total Marks	
			L	T	P	Mid Sem	TA			
Discipline Specific Courses - Major (DSC)										
1	MGT25-M-MBA-201	Marketing Management	3	1	-	20	30	50	100	4
2	MGT25-M-MBA-202	Financial Management	3	1	-	20	30	50	100	4
3	MGT25-M-MBA-203	Human Resource Management	3	1	-	20	30	50	100	4
4	MGT25-M-MBA-204	Operations Research	3	1	-	20	30	50	100	4
5	MGT25-M-MBA-205	Business Analytics	3	1	-	20	30	50	100	4
Skill Enhancement Course (SEC - 2)										
6	MGT25-M-MBA-206	Business Research Methods	3	-	1	-	50	50	100	4
Vocational Course (VOC - 2)										
7	MGT25-M-MBA-207	Event Management	3	-	1	-	50	50	100	4
Internship										
8	MGT25-M-MBA-208	Internship Report	-	-	4	-	50	50	100	4
			18	5	1	100	200	300	600	24

Note:
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration.
2. The students are required to choose either SEC 2 or VOC 2 or Internship.
3. If student is willing to leave after 2nd semester than he/she has to compulsorily opt internship.
4. Immediately after completing the second semester, the students shall proceed to their Summer Internship (The duration of the internship is 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as a compulsory course.

Programme:	MBA	Semester:	II
Name of the Course:	Marketing Management	Course Code:	MGT25-M-MBA-201
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description:

This course explores core marketing concepts, consumer behavior, market segmentation, product and pricing strategies, promotion and distribution channels, and emerging marketing trends. It equips students with the knowledge and skills to develop strategic marketing plans and make informed marketing decisions in a dynamic business environment.

Course Outcomes: After completion of the course the students will be able to:

CO Numbers	Course Outcomes
CO1	Explain fundamental marketing concepts, strategies, and their role in delivering customer value.
CO2	Analyze market segmentation, targeting, and positioning strategies for effective customer engagement.
CO3	Develop product, branding, and pricing strategies suitable for various market conditions.
CO4	Design integrated promotion strategies and assess the effectiveness of communication tools.
CO5	Evaluate distribution strategies and identify current trends and ethical issues in marketing.

Syllabus

Unit I: Foundations of Marketing

Concept, Scope, and Importance of Marketing; Core Marketing Concepts (Needs, Wants, Demands, Value, Exchange, Relationships); Types of Markets (Consumer, Business, Global, Government); The Marketing Environment (Micro and Macro); Elements of the Marketing Mix (4Ps/7Ps); Marketing Strategies and Planning; Customer Value and the Value Delivery Process.

Unit II: Market Segmentation, Targeting, and Positioning (STP)

Market Segmentation: Meaning, Bases, and Criteria; Targeting: Identification of Target Market and Strategies; Positioning: Concept, Process, and Product Differentiation; Consumer Behavior: Meaning and Buying Decision Process; Psychological, Personal, Social, and Cultural Factors Influencing Buying Decisions.

Unit III: Product, Branding, and Pricing Strategies

Product Classification and Product Levels; Product Mix and Line Decisions; New Product Development (NPD) Process; Product Life Cycle (PLC) and Strategies; Branding and Brand

Equity; Branding Strategies and Rebranding; Packaging and Labelling; Pricing: Objectives, Methods, and Strategies.

Unit IV: Promotion and Communication in Marketing

Integrated Marketing Communication (IMC); Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing; Media Planning and Budgeting; Ethics in Promotion; Role of Digital and Social Media Marketing.

Unit V: Distribution and Contemporary Issues in Marketing

Channels of Distribution: Levels and Types; Channel Management Strategies and Conflicts; Trends in Wholesaling and Retailing; E-commerce and Omni-channel Marketing; Emerging Trends: Green Marketing, Rural Marketing, Experiential Marketing; Marketing Ethics and Social Responsibility; Contemporary Issues: Personalization, Privacy, and Consumer Trust.

Text Books:

1. S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
2. Kotler Philip & Armstrong, Principles of Marketing, Pearson Education./PHI

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management,VIKAS
2. Grewal and Levy, Marketing, McGraw Hill Publication, New Delhi
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGraw Hill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

Programme:	MBA	Semester:	II
Name of the Course:	Financial Management	Course Code:	MGT25-M-MBA-202
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course introduces the principles of financial management, including investment, financing, and dividend decisions. Students learn valuation techniques, capital budgeting, cost of capital, and working capital management, enabling them to apply financial tools and models for strategic business decision-making.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Explain the scope and key concepts of financial management, including the time value of money and valuation of financial securities.
CO2	Evaluate investment projects using capital budgeting techniques and apply cost of capital concepts in financing decisions.
CO3	Analyze capital structure decisions using leverage and EBIT-EPS analysis to determine financial impact.
CO4	Examine dividend theories and factors influencing dividend policy for optimal shareholder value.
CO5	Apply techniques for managing working capital and financial planning to maintain business liquidity and profitability.

Syllabus

Unit - I: Introduction to Finance

Finance & its scope, Financial Decisions, Discounted cash flow concept, time value of money, annuity, perpetuity, growing annuity and perpetuity, Valuation of securities, valuation of equity, estimation of discounting rate, valuation of bond, yield to maturity; Role of Financial Manager in Decision Making.

Unit -II: Investment and Financing Decision

Opportunity Cost and Risk-Return Trade-off; Cost of Capital: Debentures, Preference Shares, Equity Shares; Weighted Average Cost of Capital (WACC); Components of Cash Flow in Capital Budgeting; Capital Asset Pricing Model (CAPM); Capital Budgeting Techniques: NPV, IRR; Excel Applications for Project Evaluation; Risk Analysis in Capital Budgeting (Scenario & Sensitivity Analysis).

Unit -III Capital Structure and Leverage

Capital Structure Theories: Relevance (Net Income, Traditional), Irrelevance (MM Theory); Leverage Analysis: Operating, Financial, and Combined Leverage; EBIT-EPS Analysis; Indifference Point and its Managerial Implications.

Unit IV: Dividend Policy and Valuation

Meaning and Types of Dividends; Determinants of Dividend Policy; Forms of Dividends; Theories of Dividend: Walter's Model, Gordon's Model; Miller and Modigliani (MM) Hypothesis.

Unit V: Working Capital Management and Financial Planning

Concepts of Working Capital and Operating Cycle; Determinants of Working Capital; Estimation of Working Capital Requirements; Basics of Financial Planning and Forecasting; Link between Profitability and Liquidity.

Text Books:

1. Ross, Westerfield, Jaffe –Corporate Finance, Mc Graw Hill Publication

2. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication

Reference Books:

1. Prasanna Chandra–Financial Management, Mc Graw Hill Publication

2. Sharpe,W.F.(1964).Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442

Programme:	MBA	Semester:	II
Name of the Course:	Human Resource Management	**Course Code:**	MGT25-M-MBA-203
Credits	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course provides a comprehensive overview of Human Resource Management, covering its strategic, functional, and operational aspects. Students will explore workforce planning, acquisition, development, engagement, and industrial relations while understanding emerging HR trends. The course equips students with the skills to manage human capital effectively in dynamic organizational contexts.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the scope, functions, and strategic role of HRM in modern organizations.
CO2	Apply principles of job analysis, recruitment, and selection for effective talent acquisition.
CO3	Develop HR strategies for training, appraisal, compensation, and career development.
CO4	Evaluate employee retention and engagement practices to improve organizational effectiveness.
CO5	Analyze industrial relations and emerging HRM trends to address workforce challenges.

Syllabus

Unit I: Introduction to Human Resource Management

Nature, Scope, and Importance of HRM; Evolution and Functions of HRM; HRM Models (e.g., Michigan, Harvard, Guest Models); Concepts of Personnel Management vs. HRM; Human Resource Development (HRD); Strategic Human Resource Management (SHRM); HR Environment and Emerging Challenges; Changing Role of HR in the Digital Age.

Unit II: Human Resource Planning and Acquisition

Human Resource Planning: Process and Importance; Job Analysis: Job Description and Job Specification; Recruitment: Sources and Strategies (including E-recruitment); Selection Process: Tools and Techniques; Placement and Socialization; Induction and Orientation Programs; Employer Branding in Talent Acquisition.

Unit III: Managing HR

Training and Development: Methods and Evaluation; Performance Management and Appraisal Systems; Career Planning and Development; Succession Planning; Job Evaluation: Methods and Uses; Compensation Management: Concepts and Components; Incentives and Benefits

Unit IV: Retaining and Engaging Human Resources

Quality of Work Life (QWL); Work-Life Balance: Practices and Challenges; Employee Welfare Measures; Employee Empowerment; Employee Engagement Strategies and Measurement; Talent Management and Retention Strategies; Exit and Retention Interviews.

Unit V: Industrial Relations and Emerging Trends

Overview of Industrial Relations; Trade Unions and Collective Bargaining; Grievance Handling and Discipline; Labour Laws Overview (e.g., Factories Act, Trade Union Act); Role of HR in Conflict Resolution; HR Analytics and Technology in HRM; Future of Work: Gig Economy, Remote Work, AI in HR.

Text Books:

1. Aswathappa. K, Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi

2. Dessler G, Human Resource Management, Pearson Education, India

Reference Books:

1. Mathis R L and Jackson J H, Human Resource Management, (10th Edn.) Cengage Learning, Indian Print

2. Snell S and Bohlander G, Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

Programme:	MBA	Semester:	II
Name of the Course:	Operations Research	Course Code:	MGT25-M-MBA-204
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The basic objective is to make the student familiarize with the concepts of operations research under the various scenario. This concept of operations research outlines the practical problem for distinct business firm under linear and non-linear decision model. Main objectives of this subject are to design and formulate an effective mathematical model to find the best possible outcome with various resource constraints.

Course Outcomes: After Completion of the course students will be able to:

CO Number	Course Outcome
CO1	Understand and explain the practical uses of operation research in dealing with the competitive market scenario.
CO2	Formulate and solve linear programming problems using the Simplex method, duality principles, and sensitivity analysis with real-world applications.
CO3	Apply suitable techniques to solve transportation and assignment problems and handle special cases using optimization methods.
CO4	Analyze decision-making problems under uncertainty using various decision criteria to choose optimal business alternatives.
CO5	Use probabilistic models such as Bayes' Theorem to make informed decisions under risk and uncertainty in managerial situations.

Syllabus

Unit I: Introduction of Operation Research

The Origins, Nature of Operations Research, The Impact of Operations Research, Algorithms and OR Courseware. Defining the Problem and Gathering Data, Mathematical Model Formulation, Deriving, Testing, and Applying Models, Implementation Challenges and Problem-Solving in OR.

Unit II: Linear Programming and Applications

Linear Programming Prototype Example, LP Model and Its Assumptions; Simplex Method, Duality in LP Problems, Sensitivity Analysis, Case Studies in LP; Spreadsheet-based LP Modelling, Formulating Large LP Models.

Unit III: Transportation and Assignment Problems

Formulating the Transportation Problem; Methods for Initial Basic Feasible Solution (North-West Corner, Least Cost, Vogel's Approximation); Optimality Testing (MODI Method); Special Cases in Transportation; Assignment Problem Formulation; Hungarian Method for Balanced & Unbalanced Problems; Maximization and Restricted Assignment Problems.

Unit IV: Decision Theory – Part I: Decision under Uncertainty

Concept and Factors Influencing Decision Making; Types of Decision-Making Environments; Decision Making under Uncertainty: Maximax/Minimin, Maximin/Minimax, Laplace, Hurwicz, Regret Criterion.

Unit V: Decision Theory – Part II: Decision under Risk

Decision Making under Risk; Bayes' Theorem; Application of Bayes' Criterion to Business Decisions; Use of Expected Value and Conditional Probabilities.

Text Books:

1. Introduction to Operations Research, SIE | 10th Edition by Frederick S. Hillier, Gerald J. Lieberman

2. Gupta P.K., Hira D.S. (2007). Operations research. Ram Nagar, New Delhi: S.Chand& Company Ltd.

Reference Books:

1. Sivarethinamohan R. (2008). Operations research. West Patel Nagar, New Delhi: Tata McGraw-Hill Publishing Company Ltd.

2. Taha H. A., (2011). Operations research: An introduction. Panchsheel Park, New Delhi: Dorling Kindersley Pvt. Ltd.

Programme:	MBA	Semester:	II
Name of the Course:	Business Analytics	**Course Code:**	MGT25-M-MBA-205
Credits	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	3-1-0

Course Description: This course is designed to expose students to basic concepts of Business Analytics and make them understand the Role of Business Analyst in Business.

Course Outcomes: After completion of the course the students will be able to:

CO Number	Course Outcome
CO1	Understand the types, ethical considerations, and functional applications of business analytics for decision-making.
CO2	Apply the concepts of Machine Learning
CO3	Demonstrate the use of business intelligence and data visualization tools to derive insights and communicate findings effectively.
CO4	Use Excel and Power BI for data processing, analysis, and business reporting.
CO5	Apply R and Python programming to solve analytical problems and support data-driven decision-making.

Syllabus

Unit- I: Introduction and Applications of Analytics

Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in Data Management, Business Analytics for Decision Making. Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations.

Unit- II: Introduction to Machine Learning

Machine Learning - Definition, Machine Learning workflow, Models – CRISP DM & SEMMA, Types - Supervised, Unsupervised and Reinforcement learning, Managerial applications of Machine Learning.

Unit- III: Fundamentals of Business Intelligence and Data Visualization

Business Intelligence – Concept and Architecture, Role and significance in Business. Fundamentals of Data Visualization, Introduction to Visualization tool: Tableau, Data ingestion, Working with visualization tool, Dash boarding, Story telling

Unit- IV: Tools Used in Data Analytics-I

Overview and Application of MS Excel for Data Analytics, Overview and Application of Power BI for Data Analytics.

Unit V: Tools Used in Data Analytics-II

Overview and Application of R Programming for Data Analytics, Overview and Application of Python for Data Analytics.

Text Books:

1. R N Prasad & Seema Acharya, Fundamentals of Business Analytics, Wiley

2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer

3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

4. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly

Reference Books:

1. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

2. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India

Programme:	MBA	Semester:	II
Name of the Course:	Business Research Methods	Course Code:	MGT25-M-MBA-206
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-0-2

Course Description: This course is designed to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision making.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand and apply the fundamental concepts and types of research, and design appropriate research frameworks.
CO2	Formulate effective sampling strategies using probability and non-probability methods with appropriate sample size determination.
CO3	Design questionnaires, collect data using primary and secondary methods, and apply relevant measurement and scaling techniques.
CO4	Analyze data using statistical tools like SPSS and MS Excel for descriptive and inferential statistics.
CO5	Interpret research findings and present them in structured, professional research reports.

Syllabus

Unit I: Introduction to Research and Research Design
Concept of Research, Types of Research, Characteristics of Good Research; Research Process; Problem Identification, Formulation of Business Research Objectives. Research Designs: Exploratory, Descriptive and Causal Research Designs.

Unit II: Sampling Design
Sampling Design: Fundamentals of Sampling Design, Non-probability and Probability Sampling, Sample Size Determination.

Unit III: Data Collection
Introduction to Primary & Secondary Data, Methods of Primary Data Collection, Methods of Secondary Data Collection, Advantages & Disadvantages of Data Collection, Questionnaire Design, Measurement & Scaling Techniques.

Unit IV: Statistical Software and Data Analysis

Understating the interface of SPSS and MS EXCEL for data preparation and analysis. Descriptive Statistics: Univariate analysis, Correlation; Inferential Statistics: Hypothesis Testing Process, Large Sample Test, Small Sample Test, Parametric and Non-Parametric Test.

Unit V: Interpretation & Report Writing

Data Interpretation: Techniques of Interpretation; Report Writing: Key Elements in Report Writing, Generic layout of a Research Report.

Text Books:

1. C.R. Kothari: Research Methodology (2016), New Age International Publishers
2. Cooper and Schindler: Business Research Methods, 9th Edition, TMH

Reference Books:

1. Gupta and Kapoor, Fundamentals of Applied Statistics (2014), Sultan Chand & Sons
2. Sancheti S. C. and Kapoor, V. K, Statistics - Theory Methods and Applications, Sultan Chand and sons, New Delhi
3. K.N. Krishnaswamy, A.I. Sivakumar, M. Mathirajan (2011), Research Methodology, Pearson
4. Zeikmukund, Business Research Methods, Drden Press

Programme:	MBA	Semester:	II
Name of the Course:	Event Management	Course Code:	MGT25-M-MBA-207
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-0-2

Course Description: This course explores resort management and the MICE (Meetings, Incentives, Conferences, Exhibitions) industry. It covers resort planning, marketing, and development, alongside event and convention management. Students gain insights into travel trade fairs, event coordination, legal aspects, and sales strategies, preparing them for careers in hospitality, tourism, and event industries.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Explain the concepts, planning, and operations of resort management.
CO2	Describe the components and significance of the MICE industry.
CO3	Analyze the economic, social, and geographic impact of conventions.
CO4	Apply event management techniques including planning, marketing, and coordination.
CO5	Evaluate the role of travel trade fairs in tourism marketing.

Syllabus

Unit - I
Concepts of resorts management – planning – marketing – maintaining and development of resorts, Types of resorts – major players in resort industry in India – Sterling group, Mahindra group, etc., Introduction to Conventions, Exhibitions and Meetings (MICE), components of the conference market. Introduction to convention venues– Characteristics of conferences and conventions,

Unit - II
The nature of conference markets – the demand for conference facilities. The economic and social significance of conventions, The impacts of conventions on local and national communities– demographic trends– geographical distribution. An international market perspective, an introduction to planning professional meets, Management of conference at site. Role of Travel agency in the management conference

Unit - III
Contract negotiations: The law of professional Meeting and convention check list, Development of convention– hotel sales and marketing plan– hotel convention service management.

Unit - IV

Practices in Event management – Organising and Planning events – customer care management – starting and managing event business – Event Marketing – Marketing Equipments & tools – Event coordination.

Unit - V

Travel Industry Fairs - Benefits of Fairs – marketing tour brochures through fairs. ITB– WTM– BTF– TTW– PATA TRAVEL MART.

Text Book
•	A.K. Bhatia, 'Event Management', Sterling Publishers Pvt .Ltd. Delhi,2001

Reference Books
•	Avrich,Barry 'Event and Entertainment Marketing', Vikas, Delhi,1994
•	Panwar J.S, 'Marketing in the New Era', Sage, Delhi, 1998.
•	Peter E. Tarlow, 'Event Risk Management Safety'

Programme:	MBA	Semester:	II
Name of the Course:	Summer Internship Project	**Course Code:**	MGT25-M-MBA-208
Credits:	4	**No of Hours:**	60
Max Marks:	100	**L-T-P:**	2-2-0

Course Description:

Each student shall have to undergo a practical training for a period of 6-8 weeks during the vacation after the end of Second Year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Department before the commencement of the end semester examination for the third semester. The evaluation of the project report along with the related viva-voce shall be conducted by a panel consisting of internal faculties and an external examiner appointed by the University.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Identify areas of interlink between theoretical and practical knowledge.
CO2	Able to identify and analyse the research topic.
CO3	Able to implement the theoretical knowledge in practical field
CO4	Able to report the research findings in an effective manner.

Syllabus

After completing second semester, the students will be required to undergo 6-8 weeks training with any organization / firm / company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department after the start third semester and the report will be evaluated by examiners followed by viva voce/presentation for ESE examination. The training report should show what student has learnt during the training period. The TA marks will be awarded on the basis of presentation