DR. HARI SINGH GOUR UNIVERSITY SAGAR (M.P.)

(A Central University)

Department of Business Management
LOCF Syllabus
of

MASTERS OF BUSINESS ADMINISTRATION
(As per UGC model Syllabus)

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-121	Managerial (Micro) Economics	100	4	3	1	0	4
2.	BUM- CC-122	Business Statistics	100	4	3	1	0	4
3.	BUM- CC-123	Indian Financial System and Financial Market	100	4	3	1	0	4
4.	BUM- CC-124	Principles of Management and Managerial skills for Effectiveness	100	4	3	1	0	4
5.	BUM- CC-125	Business Communication	100	4	3	1	0	4
6.	BUM- CC-126	Indian Ethos and Business Ethics	100	4	3	1	0	4
7.	BUM- CC-127	Legal and Business Environment (Micro and Macro)	100	4	3	1	0	4
8.	BUM-CC-128	Accounting for Managers	100	4	3	1	0	4
			800	32	24	8	0	32

First Semester
Course Code: BUM- CC-121
Title: Managerial (Micro) Economics

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-121	Managerial (Micro) Economics	100	4	3	1	0	4

Course Objective: *To provide a basic foundation on concepts and principles of Managerial economics and application of economic theory to business decision making.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Nature and Scope of Managerial Economics, The Economic Way of Thinking-Demand Analysis 1, Micro Economics, Fundamental principles of Managerial Economics- Incremental principle, Marginal principle, opportunity cost, discounting principles. Price elasticity, income elasticity, arc elasticity, cross elasticity and advertising elasticity.	To provide a basic foundation on concepts and principles of Micro Economics and managerial economics
II	Demand Analysis II & Estimation-Production & Costs I, Utility: Total Utility, Marginal utility, Law of diminishing marginal utility, Cardinal and ordinal Utility, Consumer equilibrium; techniques of demand forecasting, indifference curve analysis; marginal productivity theory of factor pricing	To understand the concept of demand, utility, and the application of economic theory to business decision making.
III	Production & Costs: II-Profit-Maximization & Competitive Markets Price-Searchers, Theory of cost: Cost Concept, Cost output relations, Cost Analysis; break even analysis; Accounting cost and economic cost; law of variable proportions, economies of scale; least cost combination concept	To acquire knowledge about the concept of production, cost analysis and economies of scale
IV	Market Structure: Introduction, Characteristics of perfect competition, Price determination under Perfect Competition; Pricing under monopoly, types of monopoly, price discrimination, Pricing under Monopolistic Competition, Pricing under oligopoly, equilibrium price, kinked demand curve; discriminating prices,	To acquire knowledge of different market structure and their pricing strategies in business
V	Profit Management: Nature of Profit, Profit Policies, Profit Planning, Business Cycle, Game Theory and Asymmetric Information, Accounting profit and economic profit, Theories of Profit, profit standards and problems related to profit maximization	to gain knowledge of various macro-economic issues which impact on the functioning of any business

First Semester
Course Code: BUM- CC-122
Title: Business Statistics

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-122	Business Statistics	100	4	3	1	0	4

Course Objective: *The objective of this course is to provide an understanding for the graduate business student on statistical concepts to include measurements of location and dispersion, probability, probability distributions, sampling, estimation, hypothesis testing, regression, and correlation analysis, multiple regression and business/economic forecasting.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Business Statistics: An Overview-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics- especially in Business Management.	Learn overview of statistics and its scope in Business Management
II	Collection of Data- Introduction, Primary and Secondary Data, Methods of collecting primary data, questionnaire, source of secondary data. Sampling: - Introduction, Census and sample method, different types of methods of sampling, size of sample, merits and limitations of sampling, sampling error.	Get knowledge about data, data collection and sampling
III	Correlation Analysis- Introduction, Significance of the study of correlation, Types of correlations, Methods of studying correlation-scatter diagram method, graphic method, Karl Pearson coefficient of correlation, Rank correlation. Regression Analysis- Introduction, uses of regression analysis, difference between correlation and regression analysis. Regression equations, methods of simple regression.	Learn the importance of correlation and regression in business research
IV	Analysis of Time Series- Introduction, Definition, Utility of Time Series. Components of a Time Series- Secular Trend, Seasonal Variations, Cyclical Variations, Irregular Variation, Methods of measuring trends- Free hand method or graphic method, semi average method, moving average method, least square method. Business Forecasting: Overview of Forecasting Process-Exploratory Data Analysis-Regression Analysis- Logistic Regression-Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Models.	Learn the forecasting and prediction with help of time series.
V	Index Numbers - Introduction, Definition and uses of Index Numbers, Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Marketing Analytics: Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing.	Get knowledge about index number, inflation and marketing analytics.

First Semester
Course Code: BUM- CC-123
Title: Indian Financial System and Financial Market

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-123	Indian Financial System and Financial Market	100	4	3	1	0	4

Course Objective: *To develop conceptual as well as practical understanding of Indian Financial System.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Salient features of Indian Financial System, Functions, Importance, Concepts & Structure and assets of Financial System, Role of Finance Manager, Forms of Business Organization and Financial considerations, Nature and significance of primary and secondary market, objectives and functions.	Will be familiar with the concepts of financial institutions and services.
II	Resource mobilisation, Channelization of funds, Fundamentals of Financial Institutions and Financial Services; financial institutions, nature,types, functions, investment banks, investment companies, commercial banks; venture capital financing.	Will acquire knowledge about different types of financial markets.
III	Equity, Debt and Currency markets, Financial Market: Money Market, Capital Market Gov. Securities Market & Foreign Exchange Market, indices of BSE, NSE, OTCEI and its calculations, stock market index calculation	Will gain detailed information on the various financial instruments.
IV	Financial Instruments Primary market- Instruments, Secondary market-Instruments, short- term, medium term and long term instruments, cost of different sources of raising capital, weighted average cost of capital, optimum capital structure, methods of capital budgeting.	Will get an understanding of financial instruments in detail.
V	Financial sector reforms and financial markets, contemporary issues, Recent trends in Indian Financial System, Financial Re-engineering, Issues of relevance, shareholder value and its calculation.	Will gain knowledge on recent trends of Indian Financial System and financial markets.

First Semester
Course Code: BUM- CC-124
Title: Principles of Management and Managerial skills for Effectiveness

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-124	Principles of Management and Managerial skills for Effectiveness	100	4	3	1	0	4

Course Objective: *The objective of this subject is to provide an understanding of basic concepts and principles of management. It will inculcate the ability to apply the multifunctional approach to Organizational objectives. To achieve professional competence, managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. A comprehensive understanding of these principles of management will increase their decision-making ability and sharpen their tools for the purpose.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction of Management: Concept, Definitions, Essence of Management, Functions of Management, Management as a profession, Managerial Levels and Roles, Managerial Responsibilities; Characteristics of a Good Manager.	To provide an understanding of basic management concepts, principles, and practices. Along with explaining the positive role that business management plays in society through an understanding of the history of management, and contemporary approaches to management.
II	Planning: Concept, Nature, Importance, Types, Steps in Planning, Limitations. Organizing: Organizing defined, Types, Process of Organising, Principles of organizing, Organisational structure. Staffing: concept, definition, Recruitment and Selection, orientation	To develop strategic planning and decision-making strategies in an organization. To summarize the concept and complete the process of organizing.
III	Managerial Skills: Characterstics of a Good Manager, Building peer support for team's projects, Identifying operational and strategic gaps	To analyse the role of the manager's played in the planning, organizing, leading and control process of management, with specific reflection on characteristics of good managers. It would increase the understanding of identifying the organizational gaps, operational as well as strategic.
IV	Identifying mentor to support professional development, Understand leadership challenges and strategies, Leadership; Communication-Definition, Objectives of Communication, Communication process model, guidelines for effective communication	To develop an understanding of staffing, leadership, and motivation in an organization. Along with it would demonstrate an understanding of group dynamics and teamwork with culturally and intellectually diverse people, and the importance of fostering relationships with employers, peers, supervisors, and subordinates
V	Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks, Controlling: Effective Control System, Control Process, Types of Managerial Control.	To predict the dynamics of controlling and its emerging issues in management. Which would make students familiar with the learning journey.

First Semester
Course Code: BUM- CC-125
Title: Business Communication

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-125	Business Communication	100	4	3	1	0	4

Course Objective: *To understand the basics of business communication and to demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Course Introduction & Communication Basics, Meaning and Significance of Communication in Business, Process of Communication, Channels and Media in Communication, Contents of Upward, Downward and Criss - Cross Communication, Barriers to communication	Students will be acquainted with the basics of communication and their types
II	Workshop-Jam Feedback and overcoming Glossophobia-Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–3 (Delivery)	To understand the importance of specifying audience and purpose and to select appropriate communication choices
III	Graded Team Presentations-Group 1-Graded Team Presentations-Group 2-Reading, listening & Questioning. What is listening, barriers, strategies for effective listening, listening in business context	To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
IV	Writing Business Communication basics-Writing Reports, Proposals, Emails, Summaries, Communication Networks, Principles of Effective Communication, Barriers of Communication.	To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument
V	Graded Individual Presentations- Group 1Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes. Group discussions and interviews.	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.

First Semester
Course Code: BUM- CC-126
Title: Indian Ethos and Business Ethics

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-126	Indian Ethos and Business Ethics	100	4	3	1	0	4

Course Objective: *The Main objective of this paper is to understand the managerial concepts and learning discussed in the Holy books and epics including Bhagvad Gita, Ramayana, Mahabharata, Quran and Bible. Also, it gives knowledge about ethical and unethical practices in different corporate setup.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra	will be able to understand the basic concepts of ethos in management practices and management applications as mentioned in epics and religious books.
II	Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers-Relevance of Value Based Management in Global Change-Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga,	will be able to differentiate Indian vs. Western thought of management. Relevance of value-based management and different types of values are the other part of the learning in this Unit.
III	Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning , Advantages-Disadvantages of Karma, importance of Karma to Managers-Nishkama KarmaLaws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership	In this Unit student will explore the types of leadership approach in contemporary corporate environment. 12 laws of Karma and Indian system of learning are the core learning from this unit.
IV	Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making	This unit is about understanding the theories of ethics and to manage ethical dilemma. How make a decision ethically correct is also the part of this Unit
V	ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, developing codes of ethics and conduct, Ethical and value-based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics	Understanding types of dilemmas in different areas of management and what are the importance of code of ethics will be covered in this unit.

First Semester
Course Code: BUM- CC-127
Title: Legal and Business Environment (Micro and Macro)

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-127	Legal and Business Environment (Micro and Macro)	100	4	3	1	0	4

Course Objective: *This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Legal Aspect of Business: Introduction to Business Laws, Fundamentals of contract laws-Formation of Contracts; Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi Contracts-Contract Management-Special Contracts	Making and creating of Contract and its rules
II	Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System	History and Importance of Indian Legal system
III	Companies Act 2013: Nature and types of companies, formation of companies, Memorandum and Articles of Association, winding up. The limited Liability Partnership Act 2008: Salient features of LLP, Designated partners, Incorporation documents, Incorporation by Registration, Extent and Limitation of Liabilty of LLP and partners.	Rules for Company Formation, and creation of LLP and its rules.
IV	-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods- Transfer of Ownership& Property–Performance of contract-Consumer Protection Laws-Law relating to Business Organizations	Laws for Agency Function, dealing with Consumer issues and forum
V	Partnership Trusts- Company form of organization, Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions	Knowing about Intellectual Property rights and process to secure them.

MBA First Semester
BUM- CC-128
Title: Accounting for Managers

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM- CC-128	Accounting for Managers	100	5	4	1	0	5

Course Objective: *The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation.	will enable the students to combine practice and theoretical knowledge of financial accounting.
II	Management Accounting - Concept, Need, Importance and Scope. Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows.	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
III	Cost Accounting – Introduction Reconciliation and Integration between Financial and Cost Accounts; Cost Sheet, Job & Process Costing, Contract Account.	Understand and apply course concepts of cost accounting to analyse common business management decisions related to cost accounting from a financial perspective.
IV	Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making.	Understand the role of budgets in organisations, their limitations and the behavioural issues to consider when developing and using budgets for planning and control
V	Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.	Knowing about concept of standard costing and variance analysis from a financial perspective.

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-221	Human Resource Management	100	4	3	1	0	4
2.	BUM- CC-222	Operations Management	100	4	3	1	0	4
3.	BUM- CC-223	Marketing Research	100	4	3	1	0	4
4.	BUM- CC-224	Organizational Behavior	100	4	3	1	0	4
5.	BUM- CC-225	Marketing Management	100	4	3	1	0	4
6.	BUM- CC-226	Computer Applications for Business	100	4	3	1	0	4
7.	BUM- CC-227	Corporate Finance	100	4	3	1	0	4
8.	BUM-CC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4
			800	32	24	8	0	32

Second Semester
Course Code: BUM- CC-221
Title: Human Resource Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-221	Human Resource Management	100	4	3	1	0	4

Course Objective: *The main objective of this course is to help the students to acquire and develop skill to design rationale decisions in the discipline of human resource management and motivate them to conduct maximum towards the achievement of organizational goals. This course focuses on issues and strategies required to select and develop manpower resources. It will stand the students in good stead if all students report to, and actively participate in all deliberations.*

Unit	**Course Content**	**Course/Learning outcomes/ After successful completion of this course, the students:**
I	Introduction, HR as a Factor of Competitive Advantage, Line and staff responsibility of HR Managers; Human Resource Planning, Recruitment & Selection process	History of HRM, practical implementation of Concepts
II	HRD- Relationship between HRM and HRD, HRD mechanisms and processes, HRD matrix; Training need analysis, Delivery Methodology, Evaluation	Device training programs, use HRD mechanisms
III	Capacity Building. Performance Appraisal-methods, limitations and problems, ethics, Potential Appraisals, Compensation Management- Job evaluation, Pay band system, ESOP.	Draft Performance Appraisal Format, learn compensation evaluation.
IV	Job analysis, wage/ salary fixation, incentives, bonus, Fringe Benefits, Career Planning & Development, Employee Separations, Downsizing & Outplacement	Learn to create compensation package for various Role Profile, understand difference between retirement on superannuation, termination and resignation.
V	HRIS, Fundamentals of Industrial Relations and Labour Laws—Trade Union Act; Industrial dispute Act.	Labour management and relationship building, Trade Union Act, Dispute Act.

Second Semester
Course Code: BUM- CC-222
Title: Operation Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-222	Operation Management	100	4	3	1	0	4

Course Objective: *To understand the concepts and techniques of Operations Management for improving operational productivity of an organisations.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Operations Management*:* Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practice	To understand the concept and techniques of Operations management
II	Operations Strategy: Operations Strategy*,* Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Case-lets	To acquire knowledge about different global operational strategies and linkage between Corporate, Business and Operations Strategy
III	Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Operations Scheduling*:* Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services	Will get an understanding of Plant location, plant layout and Operations scheduling and its purpose and types
IV	Inventory Management: Deterministic demand model–EOQ-Continuous and Periodic review Inventory models; Supply chain management, Introduction and Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains	Will be able to understand in detail the concept of Inventory management and supply chain management
V	Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Project Management, Quality management and Sustainable Operations Management	Will be able to understand the concept of Project management, quality management and Master production scheduling

Second Semester
Course Code: BUM- CC-223
Title: Marketing Research

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-223	Marketing Research	100	4	3	1	0	4

Course Objective: *The Main objective of this paper is to understand the concepts of marketing research and its application in the managerial decision making.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Background to Research: Developing research proposals-Research paradigms Contributions of research to theory and practice	will be able to understand the basic of marketing research and developing research proposal.
II	Research Ethics-Literature Review: Identifying, accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Argumentation	will be able to understand research ethics and conducting literature review in the research process.
III	Qualitative Methods: The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research-Quantitative Methods: Data and Variables-The Nature of Quantitative Research-Descriptive and Influential Statistics	In this Unit student will be able to understand research types and its application to address different research problems.
IV	Sampling-Designing and Coding Questionnaires-Data Entry and Screening-Hypothesis Testing-Association: Correlation Coefficients Bivariate Regression-Association-Chi-square Tests-Difference: t-tests-Difference: ANOVA-Reliability, Validity and Rigour-Reporting a Quantitative Study	will understand sampling and its types, hypothesis formulation, data collection and entry to analyze data through statistical tools. Understanding of different test will also be the part of learning from this unit.
V	Research Proposal: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management Presentation and defence of proposals	Research report preparation, research budget and report writing format are the learning from this unit.

Second Semester
Course Code: BUM- CC-224
Title: Organizational Behavior

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-224	Organizational Behavior	100	4	3	1	0	4

Course Objective: *The main objective of Organizational Behavior is to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction, Foundations of individual behavior- Ability, Attitudes, Job Satisfaction, Personality, Values, Perception	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
II	Motivation: Basic concepts and Theories of Motivation; Basic Concepts and Theories of Leadership and their Application	Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.
III	Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Interpersonal and group dynamics	Analyze the complexities associated with management of the group behavior in the organization
IV	Group decision making, Techniques, Work teams, understanding organizations- Managing organizational culture, Technology and organizational design	Analyse and demonstrate techniques of GD making and work teams.
V	Organizational decision making, Managing organizational conflict, power & politics and Organisational change	Demonstrate the techniques of conflict management and change management

Second Semester
Course Code: BUM- CC-225
Title: Marketing Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-225	Marketing Management	100	4	3	1	0	4

Course Objective: *The course is designed to introduce students to marketing concepts. Exploring the theory and applications of marketing concepts in practice. The students will be able to analyze the marketing orientation, techniques, and methods used by an organization, management using the firm's resources, and designing activities concerning marketing.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction to Marketing Management, The marketing concepts, Features of integrated marketing concept, Recent trends in marketing, Marketing Management, Function of marketing management	The students will understand the conceptual knowledge of marketing and its function in management.
II	Analysing Marketing Environment and Competition- Consumer Behaviour, Integrated marketing communication, Detrmining Promotional Mix, Advertising, Sales Promotion, Personal selling.	The students will be able to comprehend the scenario of the marketing environment and competition along with the understanding of consumer behavior.
III	Market Segmentation- Bases of Market Segmentation, Benefits, Requisites, marketing mix, Target Marketing-Positioning for Competitive Advantage, Marketing Environment, Marketing Organisation.	The students will be familiarized with marketing as a tool to gain a competitive edge in the market through segmenting, targeting, and positioning.
IV	Product/ Service, Product Classification, Branding-Product Life Cycle, Competitive Strategies, Product Mix Pricing Decision: Objectives and Significance of Pricing, Factors affecting pricing decision, Pricing Approaches, Price Discrimination, Branding, Packaging and Labeling	The students will learn about the role of pricing and the life cycle of a product in branding, packaging, and other marketing areas.
V	New Product Development and Product Extension Strategies- Pricing- Place- Promotion Decisions; Strategic Marketing planning process: Competitor analysis, marketing strategies, Marketing planning process.	The students will be able to develop effective marketing strategies to achieve organizational objectives. Also, to design a strategy implementation program to maximize its chance of success.

Second Semester
Course Code: BUM- CC-226
Title: Computer Applications for Business

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-226	Computer Applications for Business	100	4	3	1	0	4

Course Objective: *To provide computer skills and knowledge to students and to enhance the understanding of computer and its applications for business operations.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Basic features of Computer Systems and their Applications in Managerial Decision Making, Generations of computer and computer languages, personal computer and business	Get knowledge about evolution of computer and its uses in Business Management
II	MS Office- Applications MS Excel: Graphs and Charts– Calculation of various financial functions-Ms Access: Tables and Queries	Learn the various calculation with MS Excel formulas and preparation of database with MS Access.
III	MS Power Point: Introduction–Toolbar, their Icons and Commands– Navigating in Power point-Creation of slides, animation, and templates-Designing Presentations–Slide show controls	Learn the preparation good PowerPoint presentation.
IV	Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto content Wizard, Introduction to spread sheets software, creation of spread sheet applications, range, formulas, graphics on spread sheets	Get knowledge about spreadsheet software, printing presentation etc.
V	Computer Networks: LAN, WAN, MAN, ERP, MIS, Overview of a Network– Communication processors– Communications Media–Types of Networks–Network Topologies- Network protocols–Network Architecture, concepts of E-commerce and E-business.	Get knowledge about Network, ERP, MIS and E-Commerce and E-Business.

Second Semester
Course Code: BUM- CC-227
Title: Corporate Finance

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-227	Corporate Finance	100	4	3	1	0	4

Course Objective: *This course focuses on key financial theories and analytical techniques essential for decision-making in corporations. This course will provide the knowledge, skills, and experience for making corporate investment, financing, dividend payout, risk management, and other related decisions.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction to Financial management: Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations, underlying the choice of form of business organization	Will be able to familiarize with the principles and techniques of financial management, to develop and sharpen analytic abilities in financial management
II	Time value of Money, Valuation of Stocks and Bonds: Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity, Discounted cash flow valuation of corporate bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation	Will be able to apply the methods and procedures of financial management, with particular reference to investment evaluation, investment management.
III	Capital investment analysis: The yield curve. Spot rates and forward rates, The risk- adjusted discount rate method in capital budgeting decisions. Certainty equivalents cash flows and their use in risky project's analysis. Valuation of risky projects: sensitivity analysis, simulation, decision trees	Will be able to evaluate critically capital budgeting decisions by the use of sensitivity analysis, simulation, decision trees and other techniques.
IV	Capital structure decisions, cost of capital: Capital Structure Decisions; Instruments of Long Finance; Cost of Different sources of Raising Capital; Weighted Average Cost of Capital. Optimum Capital Structure, Valuation and Rates of Return; Methods of Capital Budgeting; Short term financing Investments	Will be able to apply best practice tools and methods for Capital structure decisions by using various Capital budgeting methods & theories.
V	working capital management and finance, Management of Working Capital Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.	Will acquire in-depth knowledge of working capital management, Receivables and Inventory Management.

MBA Second Semester
BUM-CC-228
Title: Seminar & Term Paper / Project Work

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM- CC-228	Seminar & Term Paper / Project Work	100	4	3	1	0	4

Course Objective: *To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment, to develop competent management professionals with strong ethical values and moral and to develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.*

Unit	**Course Content**	**Course/Learning outcomes/ After successful completion of this course, the students:**
	The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce. In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classroom's sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge	Based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. students will develop their communication skills, presentation skills and leadership skills. Learn to apply knowledge, skills and right attitude necessary to provide effective leadership in a global environment. Develop and construct new ability to practice new problem-solving skills in group and use these skills in personal life. Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.

MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-321	Corporate Strategy	100	4	3	1	0	4
2.	BUM-CC-322	Entrepreneurship	100	4	3	1	0	4
3.	BUM- CC-323	Quantitative Techniques	100	4	3	1	0	4
4.	BUM-CC-324	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	Specialization: *Marketing Management*							
5.	BUM- SE -325A	Digital and Social Media Marketing	100	3	2	1	0	3
6.	BUM- SE -325B	International Marketing and Service marketing	100	3	2	1	0	3
	Specialization: *Financial Management*							
4.	BUM- SE -326A	Management of Financial Institutions and Risk Management	100	3	2	1	0	3
5.	BUM- SE -326B	Security Analysis and Portfolio Management	100	3	2	1	0	3
	Specialization: *Human Resource Management*							
5	BUM- SE -327A	Human resource metrics & Compensation management	100	3	2	1	0	3
6.	BUM- SE -327B	Strategic HRM and Performance Management Systems	100	3	2	1	0	3
			600	22	16	6	0	22

Third Semester
Course Code: BUM- CC-321
Title: Corporate Strategy

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-321	Corporate Strategy	100	4	3	1	0	4

Course Objective: *The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction to Strategic Management: Objectives and policies; General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management	Understand the basic concepts and principles of strategic management analyse the internal and external environment of business
II	The External Environment–Industry Analysis-Stakeholder Analysis & Nonmarket Strategy-Competitive Advantage and Value Chain	describe the practical and integrative model of strategic management process that defines basic activities in strategic management
III	Competing through Business Models -Competitive Advantage and Firm Resources, Competitive Analysis: Framework for analysing competition, Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model	Analyse the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement
IV	Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage, Internal Analysis; SWOT Analysis; Industry Analysis, Strategic profile of a firm: case study method	To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences
V	Competitive Advantage to Corporate Advantage - Integrative Analysis, Strategic Planning: Formulation of Strategies	To evaluate various kinds of strategies and plan and formulate the strategies in appropriate manner.

Third Semester
Course Code: BUM- CC-322
Title: Entrepreneurship

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-322	Entrepreneurship	100	4	3	1	0	4

Course Objective: *The Main objective of this paper is to explore the entrepreneurial opportunities for MBA aspirants. Student may start their own venture after obtaining the knowledge of entrepreneurial ecosystem.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Entrepreneurship and Intrapreneurship–similarities and variance-India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators Rural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-setKey attributes an entrepreneur -Desirable and acquirable attitudes and behaviors-Readiness-The right time, right age, right conditions	will be able to differentiate entrepreneurship and intrapreneurship, may learn from the startup revolution in India, and understand the role of different stakeholders in India's startup ecosystem. Also they can learn desirable and avoidable entrepreneurial attributes, concept of rural entrepreneurship and the complete right for entrepreneurs
II	Myths and realities of entrepreneurship-Transition from college/ regular job to the world of start-ups-Personal finance- Explaining to family- Entrepreneurial Stress- Composition–complementarity- Different life stages- Relative importance- Disagreements, Idea, opportunity and retrospective determinism- To solve something felt and experienced vs I want to be an entrepreneur- Where can ideas come from- Creating and appropriating value- Scarcity, choice and trade offs- Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling, Ideal Persona	will covers the myths and realities of entrepreneurship, student will be able to learn the concept of idea creation, entrepreneurial journey and its different stages, creating ideal customer profile and techniques to avoid entrepreneurial stress
III	Market segmentation, Market sizing- Marketing plan, pricing- Strategy-Rigor of another kind: Heuristics and Gut-feel- Business Plan -How to develop it-What all should it have, what it shouldn't have-Unit economics, scalability, defensibility-Venture feasibility analysis-Pitching- Legal Matters- Organizational form–partnership, sole proprietorship, corporation- Intellectual property–copyright, trademarks	In this Unit student will understand to narrow down the market or market sizing, segmenting the market, developing business plan, conducting feasibility analysis and different forms of organization and its pros and cons
IV	Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider- Digital Haves and Havenots- Digital Economy as a resource- Promotion tools-the value of Likes and Shares- Matchmakers-Long Tail markets-Micro–Apps-Funding and Incubation, Informal capital–Friends & Family, Angel- Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuumshareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go–Live	This unit is Laws and ethics employed in entrepreneurship especially in the early stage of venture creation. How to get funding for the venture is another important learning of this unit.
V	What proof of concept is needed-Minimum viable productName of product / service- Website / Visiting card /Office space- Struggles-Causes of failure–Product/ market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation methods-Term sheet-Strategic sale, negotiations-Management succession	will understand the concept of developing MVP, startup valuation and succession planning of the venture

Third Semester
Course Code: BUM- CC-323
Title: Quantitative Techniques

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-323	Quantitative Techniques	100	4	3	1	0	4

Course Objective: *The objective of the course is to make the students familiar with some basic statistical and Mathematical techniques. The focus, however, is in their applications in business decision making.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Quantitative Techniques: An Overview, Importance for learning Quantitative Techniques for managers. Methods, Importance and scope of Quantitative Techniques in Business Management. Linear Programming- Introduction Formulation of linear programming Problems, Solutions of Linear programming Problems by graphical method, simplex method.	Get knowledge about Quantitative Techniques and optimum utilization of resources through LPP
II	Transportation Problem-Finding Initial basic feasible solutions- Northwest corner rule, Least cost method, Row minima method, Column minima method and Vogel's approximation methods, test of optimality-Modified distribution methods. Assignment Model- Hungarian method for optimal solution, Solving unbalanced problem.	Learn reducing the transportation cost through transportation model and assigning the right job to right person to reducing the time and cost with the help of assignment model.
III	Network Analysis- Rules and precautions of network construction; CPM and PERT Networks- Obtaining the critical path, Time estimates for activities, Probability of completion of project, Determination of floats (Total, Free, Independent). Game Theory- Competitive games, rectangular game, saddle point, Minimax (Maximin), Value of the game, Solution of Games with saddle points.	Learn scheduling all the activities of project through CPM and PERT and Making proper strategies to compete with competitors through Game Theory
IV	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution	Learn to find out all the possibility of business events to take proper decision.
V	Hypothesis Testing-The Comparison of two samples, Analysis Variance, Chi-square Tests. Decision theory - Introduction, Risk and uncertainty, payoff table, regret table, Decision making under uncertainty- Maximax, Maximin and Minimax regret criterion, Laplace criterion, Hurwitz criterion, Expected monetary value criterion, Expected opportunity loss criterion.	Learn the hypothesis testing for business research and learn to take proper decision in uncertainty with help of decision theory.

MBA Third Semester
BUM-CC-324
Title: Seminar & Term Paper / Project Work

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM- CC-324	Seminar & Term Paper / Project Work	100	4	3	1	0	4

Course Objective: *Seminar and Term paper is a practical based paper divided in two parts: Internal Practical 40 marks, focus is on Personality development, enhancing communication skills, and Job Interview preparation. Specific objectives are as follows:*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
	The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce. In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge	Based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. students will develop their communication skills, presentation skills and leadership skills. Learn to apply knowledge, skills and right attitude necessary to provide effective leadership in a global environment. Develop and construct new ability to practice new problem-solving skills in group and use these skills in personal life. Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.

Course Code: BUM- SE-325A
Title: Digital and Social Media Marketing

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325A	Digital and Social Media Marketing	100	3	3	0	0	3

Course Objective: *The Main objective of this paper is to explore contemporary relevant forms of marketing i.e., social and digital media marketing its concepts and application in real World environment.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Evolution of digital marketing-The digital consumer & communities online, Offline Marketing vs Digital Marketing, Pre-requisites of Digital Marketing, Scope of Digital Marketing in Developing Economy	will be able to understand the rapid evolution of digital marketing, concept of digital consumer and difference between traditional and digital marketing
II	Digital marketing landscape-Search Engine Optimization, Search Engine Marketing, -PPC and Online Advertising	will be able to understand the concept and application of SEO, PPC and online advertising
III	Social Media Marketing-Social Media Strategy & Customer engagement-Affiliate marketing & strategic partnerships, Scope of Social Media Marketing, Effectiveness of Social Media Marketing, Well-known Social Media Marketing Portals	In this Unit student will explore the strategies for social and digital media marketing, different concepts of social media marketing and its relevance for different products and services
IV	Email marketing- Advantages and Disadvantages, Content strategies-CRM & CX in digital marketing-Digital marketing, data, and analytics-Social listening	Understand the concept of email marketing, Customer experience in digital era, analytics and its relevance and social listening to make appropriate marketing decisions
V	Web analytics-Social media analytics Mobile Marketing: Significance of Mobile Marketing, Integrating Digital and Social.-Media Strategies	How to use web analytics, tools of analytics and mobile marketing are the learning from this unit

Third Semester
Course Code: BUM- SE-325B
Title: International Marketing and Service marketing

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-325B	International Marketing and Service marketing	100	3	3	0	0	3

Course Objective: *The course aims at exposing the students to global business activities, marketing in international business, and global forces transforming international business today. The course would develop a general perspective about managing international business both in operational as well as the strategic context*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	International Marketing- Nature & Process of International Marketing, Domestic Marketing V/s. International Marketing. Characteristics of MNCs. Process of Internationalization, Benefits and challenges of International Marketing.	It would provide insight into the Global Marketing Management, the environment of global markets, Assessing Global Market Opportunities,
II	Basis for International Trade, Principle of Absolute Advantage, Principle of Relative Advantage, International Product Life Cycle Theory, Planning for International Marketing. Overview of Marketing Research, Market Analysis & Market Entry Strategies, International marketing management	It will help students to understand an overview of international marketing, and marketing research, also they would learn about market entry strategies of the international product life cycle.
III	IMC in International Context-Emerging Markets-Future of International Marketing, Product Strategies: Basis decisions, Product planning branding and packaging decisions. Direct and indirect distribution channels, Advertising strategies.	Developing and Implementing Global Marketing Strategies along with branding, packaging, advertising, and distribution strategies.
IV	Concept of Service, Characteristics of services – Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership, The Service Marketing Triangle, Environment of Service, Service as a system, Attitude towards service and service sector, Goods Vs Services.	Learners will recognize the distinctive features of services, key elements in services marketing, and Goods v/s Services Marketing
V	Designing the service-Performing the service-Communicating the service-Service leadership, Customer Retention and Relationship Marketing, Total Quality Management	Learners will familiarize themselves with various ways to improve service quality and productivity

Third Semester
Course Code: BUM- SE-326A
Title: Management of Financial Institutions and Risk Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326A	Management of Financial Institutions and Risk Management	100	3	3	0	0	3

Course Objective: *To provide students with an in-depth knowledge of the most recent risk identification, measurement and management techniques.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Introduction to Indian financial system: role in economic development, weaknesses of Indian financial system. Financial Services. Fundamentals of Mutual Funds, Merchant Banking, underwriting Securitization of debt, leasing, hire purchase, venture capital, factoring & forfeiting, Discounting, Credit rating & Credit Card	It would provide insight into the basics of Indian financial system fundamentals of various financial services.
II	Financial Institutions: Fundamentals & Basic Concept, Role & importance of financial institutions, banking financial institutes- structure and operations, non-Banking Financial institutions; Financial Management of Commercial Banks; Role of ICICI, IDBI, SIDBI, MUDRA, NHB, NABARD, LIC, GIC, and ECGC etc. in the concerned area. Provisions of RBI's Operations; Credit and Monetary Planning; Thrift Institutions. Development Banks, Innovation and recent trends in Banking	It will help students to understand an overview of Financial Institutions and basics of banking institutions.
III	Introduction to Risk Management: Identifying types of risks, Management of Translation, Transaction and economic Exposure, Quantifying Risk and Hedging techniques, Internal and External Techniques viz Netting, Matching, Leading and Lagging, Price variation, Short Term borrowing. Instruments of External techniques of Risk Management: Forwards, Futures, Swaps, Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects.	Learners will be able to get the basics knowledge of risk management, recognize the various techniques of risk management
IV	Life Insurance: Principles of Life Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting, Product Development, Design and Evaluation, Reinsurance, Claims Management, Marketing and Servicing, IT Applications, Tax planning, Legal Framework	Will acquire basic knowledge of insurance institutions, principles of life insurance, risk assessment & legal framework related to life insurance.
V	General Insurance: Principles of General Insurance, General Insurance Products (Fire, Motor & Health), Terminology d. Perils, Clauses and Covers, Risk Assessment & Underwriting, Product Design, Development and evaluation, Loss prevention and control. Claims Management, Reinsurance, Marketing and Servicing, IT applications, Legal framework and documentation.	Will acquire basic knowledge of general insurance institutions, principles of general insurance, risk assessment & legal framework related to general insurance.

Third Semester
Course Code: BUM- SE-326B
Title: Security Analysis and Portfolio Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-326B	Security Analysis and Portfolio Management	100	3	3	0	0	3

Course Objective: *This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return.	It would provide insight into the basics of investment & investment environment. Fundamentals of risk and return associated with investment. Introduce students to common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios.
II	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators. Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management	Particular emphasis is given to three competing approaches to stock investment: Fundamental analysis, technical analysis and efficient market analysis
III	Return and Risk (individual and portfolio)- Factor pricing models-equity and Fixed Income valuation-Asset allocation techniques-Managing equity and bonds funds- Managing Mutual funds	Students will be able to choose from a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis.
IV	Portfolio Management: Meaning, evolution, Need & objectives, nature & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct. SEBI guidelines. Differences between security analysis & Portfolio Management.	Students will learn application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.
V	Portfolio Theories: Traditional theory, Modern theory (Markowitz theory, sharp's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance	Provide students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.

Third Semester
Course Code: BUM- SE-327A
Title: Human resource metrics & Compensation management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327A	Human resource metrics & Compensation management	100	3	3	0	0	3

Course Objective: *To learn and gain conceptual understanding of the HR metrics and compensation management for improving Organisation effectiveness.*

Unit	**Course Content**	**Course/Learning outcomes/ After successful completion of this course, the students:**
I	Understanding HR indicators, metrics and data, Data collection, , Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations.	To understand the concept of HR metrics, its need, importance and implementation of HRIS
II	Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification– return on investment, Communicating recommendations.	Acquire understanding on Benchmarking and Industry best practices and ROI
III	Compensation Management: Concept, definition, objectives, dimensions, concept of total reward system. Economic theories of wages, Living & Fair wage concept. Wage & Salary determination, Job Evaluation approach to Compensation management, Designing Compensation, Internal & External Equity compensation system, Wage differentials.	To acquire in depth knowledge on Compensation management and Job evaluation approaches
IV	Performance Based compensation: pay for performance, types of performance plans, effect of compensation on performance. Compensation & Motivation. Incentive plans & Fringe Benefits. Strategic compensation Management. Special group compensation: Top Executives, CEO, R&D Staff	Will get an understanding of performance-based compensation, Types of incentive plans and strategic compensation management
V	Bonuses- concept & methods of calculation-Pay for performance, Competency based pay, equity-based rewards, team rewards- Reward strategy & psychological contract, Law relating to compensation- Executive compensation, Benefits administration	Will know about the concept of Bonuses, types of rewards & strategy and various laws relating to compensation

Third Semester
Course Code: BUM- SE-327B
Title: Strategic HRM and Performance Management Systems

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-327B	Strategic HRM and Performance Management Systems	100	3	3	0	0	3

Course Objective: *To learn and gain conceptual understanding of the* Strategic Human resource management *and* Performance Management Systems *for improving organisation effectiveness.*

Unit	**Course Content**	**Course/Learning outcomes/ After successful completion of this course, the students:**
I	Introduction to business and corporate strategies, integrating business strategies with HR strategies, analyzing HR practices followed by different firms, HR as a strategic planner.	Learning HR & Corp
II	Challenges and implementation of strategic human resource management: process-based approach. Human resource environment-technology, structure; workforce diversity; demographic challenges, temporary and contract labour.	Understanding HR Environment, and HR processes & Challenges
III	Recruitment and retention strategies, training and development strategies, performance management strategies, reward and compensation strategies, retrenchment strategies and human aspect of strategy implementation.	Make strategies for recruitment, compensation, training.
IV	Introduction to performance management system, Reviewing & Managing Performance–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card, EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures	Understand Performance Management system, Models
V	Performance Management and Rewards-Ethics in Performance Management. Building a High Performance Culture-Performance Management & Employee Development.	Creating a Performance management system for a corporate.

MBA Fourth Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-421	Project Management	100	4	3	1	0	4
2.	BUM- CC-422	Organization Design	100	4	3	1	0	4
3.	BUM-CC-423	Seminar & Term Paper / Project Work	100	4	3	1	0	4
	Specialization: *Marketing Management*							
5.	BUM- SE -424A	Retail Management and product Management	100	3	3	0	0	3
6.	BUM- SE -424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3
	Specialization: *Financial Management*							
4.	BUM- SE -425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3
5.	BUM- SE -425B	International Accounting and Projects Planning Analysis Management	100	3	3	0	0	3
	Specialization: *Human Resource Management*							
4.	BUM- SE -426A	International HRM and Cross Cultural Management	100	3	3	0	0	3
6.	BUM- SE -426B	Organizational Change and leadership	100	3	3	0	0	3
			500	18	15	3	0	18

Fourth Semester
Course Code: BUM- CC-421
Title: Project Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-421	Project Management	100	4	3	1	0	4

Course Objective: *In this course, students will learn the concept of Project Management and will be able develop project management skills.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles	Learn the concept of project, Project philosophy.
II	Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point, Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), PERT and CPM	Learn Identification process of Project , project planning and team work
III	Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management	Learn the organizational structure and team management. Student will also able to resolve conflict among the team.
IV	Understanding different fundamental contract types and some of the variants, Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks	Learn the management of risk involved in the project.
V	Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects	Learn the evaluation of project at various stages.

Fourth Semester
Course Code: BUM- CC-422
Title: Organization Design

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- CC-422	Organization Design	100	4	3	1	0	4

Course Objective: *To learn how to design an organisation system and a culture that enables development of sustainable competitive advantage.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Understanding organizations-Basics of an organizational design, Scope and Significance of Organization design, Different Forms of Organizational Design	To understand the concept of Organisation design for incorporating in business
II	Organization and stakeholders-Organizations and environmental influences-Organizational strategy	To gain an understanding of linkage between organisation and environmental influences and strategy
III	Organizational design - Alternative structures-Management process - Authority and organizational control mechanisms	To comprehend organisation design systems, control mechanisms and processes
IV	Managing organizational culture Technology and organizational design- Organizational decision making and organizational learning &knowledge management	To learn to manage organisation culture and acquire knowledge about organisation learning and knowledge management
V	Organizational life cycle and change management-Managing organizational conflict, power and politics	Will be able to understand in detail about organisation life cycle and change management

MBA Fourth Semester
BUM-CC-423
Title: Seminar & Term Paper/ Industrial Tour

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM- CC-423	Seminar & Term Paper/ Industrial Tour	100	4	3	1	0	4

Course Objective: *Seminar and Term paper is a practical based paper divided in two parts: Internal Practical 40 marks, focus is on Personality development, enhancing communication skills, and Job Interview preparation.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
	The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce. In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge. *In case of industrial tour for MBA IV Semester Credit is divided as (4+1) one credit (i.e. 20 marks) shall be awarded on the submission of report on the Industrial tour/visit. The report has to be submitted to the tour in-charge.*	Based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. students will develop their communication skills, presentation skills and leadership skills. Learn to apply knowledge, skills and right attitude necessary to provide effective leadership in a global environment. Develop and construct new ability to practice new problem-solving skills in group and use these skills in personal life. Understand on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. Specific objectives are as follows: • Group Discussion practice • Presentation skills • Role playing activities • Building leadership skills • Enhancing teambuilding skills • Corporate Job Interview training • HR games for personality grooming • Building Confidence

Fourth Semester
Course Code: BUM- SE-424A
Title: Retail Management and product Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424A	Retail Management and product Management	100	3	3	0	0	3

Course Objective: *The main objective of this paper is to understand the concept and application of retail and product management.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Retail Management: Understanding Shoppers-Delivering value through retail formats-Deciding Location-Supply Chain Management-Retail Buying-Retail Marketing	will be able to understand the concept of retailing, supply chain and retail marketing
II	E-retailing and Technology in Retailing- In Store Technologies, Electronic retailing, Technology-Human Interface, Challenges etc.Category Management-Store layout and Design-Establishing a Pricing Strategy-Deciding location	will be able to understand online retailing and emerging technologies in retail operations, different pricing strategies in organized format of retailing and understanding the factors important for retail location are the other learning from this Unit.
III	Product management decision- making & product policy decisions.New product idea generation and screening-Brand Awareness and Consumer Brand Knowledge	In this Unit student will understand the concept of product and product management. How a product can be developed as a brand is the major learning from this Unit.
IV	-Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning DecisionsConcept Testing-Tactical Branding Decisions-Product Use	Understanding dimensions of brand and creating a strong positioning is the major learning from this unit
V	Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure)	Testing of product, test marketing, pre and post launch marketing strategies and decisions are the part of this unit.

Fourth Semester
Course Code: BUM- SE-424B
Title: B2B Marketing, Sales and Distribution Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-424B	B2B Marketing, Sales and Distribution Management	100	3	3	0	0	3

Course Objective: *The course is designed to introduce students to B2B marketing concepts. Exploring the theory and applications of sales and distribution concepts in practice. The students will be able to understand issues related to sales force management focusing on ―selling, as a tool of Marketing.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	B2B Marketing: Market Opportunity Identification–Analysis & Evaluation-Introduction to B2B Marketing-Customer Analysis-Customer Relationship Management Strategies for Business Markets	The students will understand the conceptual knowledge of B2B marketing and its function to develop customer relationship management strategies.
II	Assessing Market Opportunities-Environmental Changes Impacting Supply Chain Power-Strategic Market Planning-Managing Products for Business Markets-Managing Business Marketing Channels	The students will be able to comprehend and assess the market for opportunities by managing business marketing channels and supply chain power.
III	Pricing-Key Account Management-Business Marketing Communication-Business Marketing Communication-B2B Branding	The students will be familiarized with pricing element and having effective marketing communication to develop B2B branding.
IV	Introduction to SDM & Marketing Channels-Channel Design Channel Migration & Emergent Channels-Power & Conflict in Channel Management-Wholesaling and Mass Distribution	The study of Channel Management offers students about information on logistics and goods, and exposes students to the types of systems such as wholesaling and mass distribution required to optimize organizational efficiency through this function.
V	Retailing and Modern Retail-Introduction to Sales & Personal Selling-Strategic Sales Management-Managing the sales force-Sales Analytics-Sales force Compensation and Evaluation Social & Ethical concerns in SDM	The students will be able to manage sales and channel teams for different types of selling, and managing sales force along with the compensation and evaluation of sales force.

Fourth Semester
Course Code: BUM- SE-425A
Title: International Financial Management and Foreign Exchange Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425A	International Financial Management and Foreign Exchange Management	100	3	3	0	0	3

Course Objective: *The objective of this course is to extend this view of financial management by considering the international dimensions of financial management and exploring different aspects of Foreign Exchange Management.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	International Financial Environment, International Financial Transaction, Foreign Exchange Market: An Introduction, Foreign Exchange Market: Market Participants, Introduction to Indian Foreign Exchange Market, International Monetary Standard: Gold Standard, International Monetary System: Paper Currency Standard, Purchasing Power Parity & Bretton Woods Agreement, Floating Rate, Currency Boards & Currency Basket Systems, Foreign Exchange Contracts: Spot and Forward Contracts, Foreign Exchange Contracts: Swaps and Options	will be able to understand the concept of International Financial Environment, International Monetary Standard, Foreign Exchange Contracts.
II	Foreign Exchange Quotations: Spot Market, Foreign Exchange Quotations: Bid-Ask Spread, Foreign Exchange Quotations: Cross Rates, TT Buy/Sell Rates, TC Buy/Sell Rates.	will be able to understand the concept of Foreign Exchange Quotations
III	Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Cross Rates & Triangular Arbitrage, Exchange Rate Theories: Purchasing Power Parity, Purchasing power parity, Exchange Rate Theories: Exchange Rate Pass Troughs.	will be able to understand the concept of Exchange Rate Arithmetic and calculations of Exchange Rate Arithmetic
IV	International Parity Conditions, Foreign Exchange Exposures: Transaction Exposure, Transaction Exposure Management, Interest Rate Swaps, Currency Swaps, Operating Exposure Measurement, Operating Exposure Management: At Operational Level, Operating Exposure Management: At Strategic Level, Translation/Accounting Exposure: Integral vs. Non-Integral Foreign Operation, Translation/Accounting Exposure: Measurement and Management.	will be able to understand the concept of International Parity Conditions, Operating Exposure Management, Translation/Accounting Exposure
V	International Trade & Risk Associated with International Trade, Financing of International Trade, International Equity Market and Cross Listing of Shares, International Equity Market and Indian ADRs and GDRs, International Bond Market: An Introduction, Indian Companies and International Bond Market, International Perspective of Cost of Capital, International Capital Structure, International Capital Budgeting, Evaluation of Foreign Direct Investment.	will be able to understand the mechanism of International Trade & Risk Associated with International Trade, International Perspective of Cost of Capital

Fourth Semester
Course Code: BUM- SE-425B
Title: International Accounting and Project Planning Analysis Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-425B	International Accounting and Project Planning Analysis Management	100	3	3	0	0	3

Course Objective: *The objective of this course is to extend this view of financial accounting by considering the international dimensions of financial reporting and exploring different accounting standards, e.g. IFRS, US GAAP and local European GAAP. The purpose is to engage in the examination of the similarities and differences between these GAAPs and to discuss their consequences.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	International Dimensions of Accounting- International Audit Environment, International dimensions of Financial Reporting, Characteristics of financial reporting in emerging capital market, Transfer pricing.	Will be able to understand the accounting treatments of key business transactions, will be able to understand accounting principles and conceptual similarities and differences between international GAAPs, read and understand financial statements under different GAAPs.
II	Performance Evaluation, Analysis of foreign financial statements, Additional Issues in International financial statement analysis, Integrating Ethics into the Accounting Curriculum, Global Risk Management.	Students will be able of Performance Evaluation. Get in depth knowledge of Global Risk Management.
III	Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis.	Get familiar with the concepts of Generation and Screening of Project Idea, Technical Analysis of the projects.
IV	Multiple Project and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects Project Financing in India; Problem of time and Cost Overrun in Public Sector Enterprises in India. .	Students will learn Network Techniques for Project Management, Problem of time and Cost Overrun
V	Assessment of the Tax Burden; Environmental Appraisal of Projects, , Project negotiation, Valuing Projects	Students will learn the techniques of Assessment of the Tax Burden.

Fourth Semester
Course Code: BUM- SE-426A
Title: International HRM & Cross-Cultural Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426A	International HRM & Cross-Cultural Management	100	3	3	0	0	3

Course Objective: *The primary objectives of this course are to provide with an opportunity to become familiar with the basic theories of International HRM and to develop an awareness and fundamental knowledge of the Cultural Management.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	International HRM: Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues, challenges in managing employee diversity, stages of international involvement, developing HRM policies in global context, Managing expatriate assignments with HRM policies. Case study1	Dealing with International HRM issues, challenges & creating Policies
II	Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross border integrations-Legal issues in global workforce management, Meeting the challenges of effective Staffing in International context, appraisal of expatriate, third and host country employees, case study 2	Learning process regarding Joint Ventures & mergers and devising expatriate appraisal system
III	Issues in international performance management, international training, international compensation-approaches, composition, social security systems across countries, emerging issues, International Labour Relations , HRM practices in different countries. Case study 3	International strategies for performance management, Leadership roles.
IV	Cross Cultural Management: Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management. Case study 4	Learn about Global Manager, Leadership, and International Culture
V	The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decision-making within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence. Case study 5	Learn about International team building, various international Cultures, & social responsibility of Corporate.

Fourth Semester
Course Code: BUM- SE-426B
Title: Organizational Change and leadership

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- SE-426B	Organizational Change and leadership	100	3	3	0	0	3

Course Objective: *The primary objectives of this course are to provide with an opportunity to become familiar with the basic theories of "change management," and to develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change.*

Unit	Course Content	Course/Learning outcomes/ After successful completion of this course, the students:
I	Organizational Change and Development: Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change, Conceptual Framework of OD, OCTAPACE model of climate survey	Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
II	Managing OD Process, Classification of OD interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD	Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible
III	Team Dynamics at Work: Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building.	Design and plan various techniques of Team Management and conflict Management.
IV	Leadership: Roles of a leader, Leadership theory paradigms, Leadership traits and ethics, Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership, Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture	To develop an awareness of the leadership issues and role of the leader in organizational change.
V	Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, Indian cases on leadership	To assess and help for further development and expand your critical thinking and analytical skills.