

Semester III

Course Title: RESEARCH METHODOLOGY

Course Code: 23MBA301

L	T	P	C.U.
3	1	0	4

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Apply a range of quantitative and / or qualitative research techniques to business and management problems / issues.
- CO2: Apply research approaches, techniques and strategies in the appropriate manner for managerial decision making.
- CO3: Develop necessary critical thinking skills in order to evaluate different research approaches utilised in various industries.
- CO4: To construct an effective questionnaire that employs several types of survey questions
- CO5: To locate, analyse and synthesise information about the diversity of research approaches

Unit – 1:

Types of Research; Types of Business Problems Encountered by the Researcher; Problems and Precautions to the Researchers; Steps Involved in Research Process; Research Design and its methods, Collection of Data.

Unit – 2:

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Precautions in Preparation of Questionnaire and Collection of Data.

Unit – 3:

Measurement and Scaling; Nominal, Ordinal, Ratio/Interval scale; Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement, Questionnaire Design, Data Processing: Data Editing- Field Editing, Centralized in house editing; Classification and Tabulation of Data, Testing the hypothesis, Univariate and Bivariate Analysis of Data.

Unit – 4:

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

Unit – 5:

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings :

1. Kothari C.R., (2009), Research Methodology, Himalaya Publication, Bombay.
1. Cooper, D. R., (2005), Business Research Method , Tata Mcgraw Hill, New Delhi.
2. Anderson, (2009), Quantitative Methods in Business. Thomson Learning, Bombay.
3. Bhardwaj, R. S., (2000), Business Statistics. Excel Books.
4. Hooda. R. P., (2003), Statistics for Business and Economics, McMillan India Ltd.
5. Kothari C.R., (2007), Quantitative Techniques. Vikas Publishing House, New Delhi.
6. Levin, R.I. and Rubin, D.S., (2008), Statistics for Business. Prentice Hall of India.

L	T	P	C.U.
3	1	0	4

Course Title: INTERNATIONAL BUSINESS MANAGEMENT

Course Code: 23MBA302

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Integrate concept in international business concepts with functioning of global trade.
- CO2: Analyse the principle of international business and strategies adopted by firms to expand globally.
- CO3: Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.
- CO4: Explain the concepts in international business with respect to foreign trade/international business
- CO5: To identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.

Unit - 1:

International Business: Evolution, nature, influences and goals of international business, problems of international business; International Business Environment: introduction, social and cultural environment, technological environment, economic environment and political environment; Modes of entering international business; E-business vis-à-vis international business.

Unit - 2:

International Trade and Theories: Types of Trade, Free Trade vs Protection: Barriers to Trade - Tariff & Non-tariff barriers; Export Promotion in India, Problems of India's Export sector; Absolute Advantage, Comparative Advantage and Opport Unit - - y Costs.

Unit - 3:

Export Import Trade Regulatory Framework - Aim, Objectives, Foreign Trade Act, 1992, Foreign Exchange Management Act, 1999, Export – Import Policy, Export License, Export – Import Documentation, Standardized Pre-Shipment Export Document.

Unit - 4:

Globalisation - Historical Background, Meaning, Major Forces, Globalization effect on World Economy, Globalisationj, Emerging global economy, policy issues, globalization and India; Foreign Direct Investment- Meaning, Factors, Influencing factors, Benefits, FDI in India; World Trade Organization- GATT, establishment of WTO, the Uruguay rounds, India and WTO; Multinational Corporations (MNCs) – Definition, Advantages and Disadvantages, Control over MNCs, MNCs in India.

Unit - 5:

Finance and International Trade: Introduction, understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance.

Suggested Readings -

1. Cherunilam, F, (2012) International Business. Finance India, 13(3), 985-986.
2. Chacholiades, M. (1984). The pure theory of international trade. Transaction Publishers.
3. Dunning, J. H. (2012). International production and the multinational Enterprise (RLE international business). Routledge.
4. Wild, J. J., Wild, K. L., & Han, J. C. (2003). International business (p. 342). Upper Saddle River, NJ: Prentice Hall.
5. Verbeke, A. (2013). International business strategy. Cambridge University Press.
6. Dunning, J. H. (1999). Governments, globalization, and international business. Oxford University Press.
7. Rugman, A. M. (Ed.). (2009). The Oxford handbook of international business. Oxford University

Press.

Course Title: OPERATIONS MANAGEMENT
Course Code: 23MBA303

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Apply basic concepts of production system.
- CO2: Evaluate production planning and revise it as per the condition of the organization.
- CO3: Deal with quality management of the product produced by organization.
- CO4: Apply the measures of quality control in production planning.
- CO5: Apply the concepts of supply chain management in real situations.

Unit - 1:

Operations Management: Introduction, Meaning, Nature and Scope of Operation Management. Objectives of Operations Management, Duties and Responsibilities of Operations Manager, Production Function. Systems approach to Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project..

Unit - 2:

Forecasting: Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Unit - 3:

Production: Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule. Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement.

Unit - 4:

Quality management:. Basic concepts of quality, dimensions of quality, Juan's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM) , JIT/Lean Logic, Elimination of waste, Value Stream Mapping, JIT/Lean Implementation Requirements, JIT/Lean in Services

Unit - 5:

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies , Electronic Commerce Levels - Supply Chain Management System Components.

Suggested Readings –

1. Roy, R. N. (2007). A modern approach to operations management. New Age International.
2. Waller, D. (1999). Operations management: a supply chain approach (No. hal-02297985).
3. Mahadevan, B. (2015). Operations management: Theory and practice. Pearson Education India.
4. Hax, A. C. (1980). Operations Management.
5. Stevenson, W. J., Hojati, M., & Cao, J. (2014). Operations management (p. 182). McGraw-Hill Education.
6. Stevenson, W. J., & Hojati, M. (2007). Operations management. Boston: McMcGraw-Hill Irwin

Course Title:SUMMER INTERNSHIP REPORT AND VIVA
Course Code:23MBA306

L	T	P	C.U.
0	2	0	2

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Apply theoretical knowledge and skills acquired during the MBA program to real-world business scenarios encountered during the summer internship.
- CO2: Demonstrate effective communication skills by preparing a comprehensive and well-structured internship report that clearly presents the internship activities, projects, and outcomes.
- CO3: Apply critical thinking and problem-solving skills to analyze and evaluate the internship experience, identifying strengths, weaknesses, challenges, and areas for improvement.
- CO4: Reflect on personal and professional growth achieved during the internship, identifying valuable lessons, skills developed, and areas for further development.
- CO5: Present and defend the internship report and findings in a viva voce examination, showcasing the ability to articulate ideas, respond to questions, and provide clear justifications for the internship outcomes and recommendations.

Course Description: The MBA Summer Internship Report and Viva course is designed to provide students with an opportunity to apply their knowledge and skills acquired throughout the MBA program in a real-world business setting. The course emphasizes practical learning, professional development, and reflective analysis of the internship experience. Students are required to complete an internship during the summer break and prepare a comprehensive report documenting their internship activities and outcomes. Additionally, students will participate in a viva voce examination to orally present and defend their internship findings.

Course Objectives:

1. Apply theoretical knowledge and skills gained in the MBA program to practical business situations.
2. Gain hands-on experience in a professional work environment and develop industry-specific skills.
3. Demonstrate effective communication, problem-solving, and critical thinking skills in the internship setting.
4. Reflect on the internship experience and identify areas for personal and professional growth.
5. Present and defend the internship report and findings in a viva voce examination.

Course Components:

1. Internship Placement: Students are responsible for securing an internship position with an approved organization or company during the summer break.
2. Internship Report: Students are required to prepare a comprehensive report documenting their internship activities, projects, and outcomes. The report should include an introduction, objectives, methodology, analysis, conclusions, and recommendations.
3. Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their internship findings before a panel of faculty members.

Assessment Methods:

- Internship Report Evaluation: The internship report will be assessed based on the quality of content, analysis, organization, and presentation.
- Viva Voce Examination: The viva voce examination will assess the student's ability to effectively communicate and defend their internship findings.

Specialization and Elective Courses (Offered Combinations)

Sl. No.	MBA Dual Specialization Combination (Select Anyone)		
1.	Finance and Marketing	4.	Marketing and International Business
2.	Finance and Human Resource	5.	Marketing and Agri-Business
3.	Marketing and Human Resource	6.	International Business and Operation & Supply Chain Management

Specialization Group: INTERNATIONAL BUSINESS

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAI304	Economics of Global Trade & Finance	III	3
2	23MBAI305	Warehousing and Inventory Management	III	3
3	23MBAI404	International Financial Management	IV	3
4	23MBAI405	Foreign Trade Policy & Management	IV	3

Specialization Group: MARKETING MANAGEMENT

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAM304	B2B& Services Marketing	III	3
2	23MBAM305	Consumer Behavior & Distribution Management	III	3
3	23MBAM404	International Marketing	IV	3
4	23MBAM405	Sales & Retail Marketing	IV	3

Specialization Group: HUMAN RESOURCE MANAGEMENT

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAH304	Negotiations & Counseling	III	3
2	23MBAH305	Industrial and Labour Law	III	3
3	23MBAH404	Team Management and Leadership	IV	3
4	23MBAH405	Performance & Compensation Management	IV	3

Specialization Group: FINANCE

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAF304	Management of Financial Institution & Services	III	3
2	23MBAF305	Security Analysis and Portfolio Management	III	3
3	23MBAF404	Tax Planning & Management	IV	3
4	23MBAF405	International Finance	IV	3

Specialization Group: OPERATION & SUPPLY CHAIN MANAGEMENT

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAS304	Project Management	III	3
2	23MBAS305	Distribution Channel & Conflict Management	III	3
3	23MBAS404	Total Quality Management	IV	3
4	23MBAS405	Logistic & Supply Chain Management	IV	3

Specialization Group: AGRICULTURE BUSINESS MANAGEMENT

Sl. No.	Course Code	Course Title	Semester	Credit
1	23MBAA304	Agricultural Marketing	III	3
2	23MBAA305	Food Technology and Processing Management	III	3
3	23MBAA404	Agribusiness Financial Management	IV	3
4	23MBAA405	Management of Agribusiness Cooperatives	IV	3

Specialization Group: INTERNATIONAL BUSINESS

Course Title: ECONOMICS OF GLOBAL TRADE AND FINANCE

Course Code: 23MBAI304

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Demonstrate an understanding of the reasons behind the rapid increase in global trade and its differential implications for standards of living internationally.
- CO2: Use economic models and principles, including trade models, to analyse the impacts of changes in commercial policies, trade and non-tariff barriers, and taxes and subsidies.
- CO3: Analyse sector- and industry-specific implications for an economy of changes in the international trading system.
- CO4: Use international finance theories and models to explain the evolution of global capital markets and policy issues.
- CO5: Analyse the operations of global capital markets and their implications for domestic trade-oriented businesses with respect to production, investment and employment.

Unit – 1:

Introduction of International Trade: Types of Trade, Free Trade vs Protection: Barriers to Trade - Tariff & Non-tariff barriers; Export Promotion in India, Problems of India's Export sector, India's Foreign Trade Policies.

Unit – 2:

Theories of International Trade: Absolute Advantage, Comparative Advantage and Opportunity Costs, Heckscher-Ohlin Theory of Trade; Factor Price equalization; New approaches to trade theory: The Product Cycle Theory, Technology Gap Theory.

Unit – 3:

Regional Integration: North- North, South- South and North-South. EU, ASEAN, NAFTA, SAARC, BIMSTEC, RCEP, BRICS, Brexit and India, USA-China Trade War, Look East policy, India-Central Asia Trade relation.

Unit – 4:

World Trade: Recent World trade Scenario, Recent changes in Foreign trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments: Concept, Problems, Reasons for disequilibrium and Corrective Measures.

Unit – 5:

International Financial Markets and International Financial Institutions - International capital markets, Government sector, International Money Market, International Equity market, International Bond market, Derivatives market, World Bank, IMF, IFC, IDA and ADB.

Suggested Readings :

1. Bhagwati, J. N. (1998). International Trade: Selected Readings. London: McMillan University Press.
2. James C. and Robert, M. (2004). International Economics, John Wiley & Sons. Inc.
3. Mikic, M. (1998). International Trade. London: Macmillan Press.
4. Sakamoto, Y. (1994). Global Transformation: Challenges to the State System. Tokyo: United Nations University Press
5. Scholtze, J.A. (2000). Globalisation: A Critical Introduction. Basingstoke: Palgrave.
6. Stiglitz, J. E. (2002). Globalization and its Discontents. London: Penguin.
7. Nayyar, D. (2002). Governing Globalisation: Issues and Institutions. Delhi: Oxford University Press.

Course Title: WAREHOUSING AND INVENTORY MANAGEMENT

Course Code: 23MBAI305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO 1: Understand warehouse operations and processes.
- CO 2: Apply effective inventory control methods.
- CO 3: Ensure warehouse safety and compliance.
- CO 4: Utilize technology for efficient warehouse management.
- CO 5: Strategically plan inventory and warehouse operations.

Unit - 1:

Introduction to Warehouse Management: Introduction to warehousing and its significance in supply chain management; Functions and objectives of a warehouse; Warehouse types and design considerations; Warehouse location selection and layout planning; Warehouse operations and processes.

Unit 2:

Warehouse Operations and Processes: Receiving and inspection procedures: Storage techniques and layout optimization: Order picking and fulfillment processes: Packaging and labeling in the warehouse: Cross-docking and value-added services.

Unit 3:

Inventory Planning and Control: Demand forecasting and its impact on inventory management; Inventory classification methods (ABC, XYZ, etc.); Economic order quantity (EOQ) and reorder point (ROP) calculations; Just-in-Time (JIT) and lean inventory management; Inventory accuracy and cycle counting.

Unit 4:

Warehouse Performance and Optimization; Warehouse productivity measurement and improvement techniques; Warehouse automation and technology integration; Continuous improvement methodologies (Six Sigma, Kaizen) in warehouse operations; Sustainable practices in warehouse and inventory management.

Unit 5:

Emerging Trends and Future Directions in Inventory Management: Inventory optimization model; Demand-driven inventory management; Sustainability and green inventory management practices; Risk management in inventory management (e.g., supply chain disruptions, demand variability); Inventory management in global supply chains; Ethical considerations in inventory management.

Suggested Readings -

1. Bose, D. C. (2006). Inventory management. PHI Learning Pvt. Ltd..
2. Smith, J. D. (1998). The warehouse management handbook. Tompkins press.
3. Toomey, J. W. (2000). Inventory management: principles, concepts and techniques (Vol. 12). Springer Science & Business Media.
4. Ten Hompel, M., & Schmidt, T. (2008). Warehouse management. Springer Berlin Heidelberg.
5. Toomey, J. W. (2000). Inventory management: principles, concepts and techniques (Vol. 12). Springer Science & Business Media.

Course Title: B2B & SERVICES MANUFACTURING
Course Code: 23MBAM304

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the unique characteristics and dynamics of business-to-business (B2B) and services manufacturing industries.
- CO2: Analyze and evaluate B2B marketing strategies and practices, including segmentation, targeting, and positioning in B2B markets.
- CO3: Develop effective strategies for managing relationships with B2B customers, including key account management and customer retention.
- CO4: Apply principles of services manufacturing, such as service design, service quality management, and service innovation, to enhance customer satisfaction and loyalty.
- CO5: Evaluate and implement strategies for managing the supply chain in B2B and services manufacturing, including supplier selection, procurement, and logistics management.

Unit – 1:

Introduction to B2B Marketing: Business marketing, Market structure, Environment and Characteristics of Business Marketing, Commercial enterprises, Commercial and institutional customers.

Unit – 2:

Organizational Buying and Buyer Behaviour: Organizational buyers' decision process, Organizational and business markets; Government as a customer; B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy, Managing Services for Business Markets; Managing Business Market channels

Unit – 3:

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM

Unit – 4:

Service Marketing: Concept, Introduction, Meaning, Nature and Scope of Service Marketing; Characteristics and Classification of Services; Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory.

Unit – 5:

Distribution Strategies for Services : Challenges in Distribution of Services, Personal Selling-advertising and Sales Promotion in Service Industry, Customer Satisfaction & Service Quality in Service Marketing; Monitoring and Measuring customer satisfaction –SERVQUAL& GAP model.

Suggested Reading –

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South
2. Asian Perspective Cengage 2014, 11th ed.
3. SharadSarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
4. Rampal. M.K& Gupta S. L , Service marketing , Galgotia Publishing, NewDelhi 2000.
5. Valarie A Zeithaml , Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, McGraw-Hill 2003.

Course Title: CONSUMER BEHAVIOR & DISTRIBUTION
 MANAGEMENT
Course Code: 23MBAM305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the theories and concepts of consumer behavior and customer loyalty.
- CO2: Analyze and interpret consumer behavior patterns and motivations in making purchasing decisions.
- CO3: Evaluate the factors that influence customer loyalty and develop strategies to enhance customer loyalty and retention.
- CO4: Apply consumer behavior theories and insights to design effective marketing strategies and campaigns.
- CO5: Assess and measure customer satisfaction and loyalty using appropriate methods and metrics, and utilize the findings to improve customer relationship management practices.

Unit – 1 :

Introduction, Consumer Behavior – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process, Contributing disciplines and area like psychology, social psychology, economics: Diversity of consumers and their behaviors.

Unit – 2 :

Segmentation, Targeting and Positioning: Segmentation -Introduction, Bases for Segmentation, Case study related to Segmentation, Determining How Many Segments to Enter; Targeting-Introduction, Case study related to Targeting; Positioning: Introduction, Strategy, Case study based on positioning.

Unit – 3 :

Consumer needs, theories of Motivation and their applications; Process theories and content theories; Personality and self-concept; Theories of personality; Trait theory and measurement; Motivational Research; Perception; Thresholds of perception, subliminal perception, Perceptual process dynamics; Perceptual mapping methods.

Unit – 4 :

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories; Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change; Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

Unit – 5 :

Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback Customer Relationship Management : Facets and Elements, Process, Importance, Planning and Managing of CRM programme, Customer Loyalty, Customer value assessment, Customer Retention strategies.

Suggested Readings:

1. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995
2. Engle, J. F. et al. Consumer Behaviour, Chicago, Dryden Press, 1993
3. Hawkins, D. et al. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
4. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993
5. Schiffman, L. G. and Kanuk, L. L. Consumer Behaviour New Delhi, Prentice Hall of India, 1994

Course Title: NEGOTIATIONS & COUNSELLING
Course Code: 23MBAH304

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the theories, principles, and dynamics of negotiations and counseling.
- CO2: Apply effective negotiation techniques and strategies in various professional and personal contexts.
- CO3: Analyze and assess different negotiation styles and approaches, and adapt them to different situations and stakeholders.
- CO4: Develop effective counseling skills and techniques to facilitate communication, resolve conflicts, and promote understanding.
- CO5: Evaluate and implement strategies for achieving win-win outcomes in negotiations and counseling sessions, while considering ethical and cultural considerations.

Unit - 1

Counseling: Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

Unit - 2

Changing Behaviour through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

Unit - 3

Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks.

Unit - 4

Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Unit - 5

Counseling: Introduction, Definitions, Terms involved in counseling, Factors contributing to the emergence of counseling, Technological, Psychological, Educational & Human; Counseling for different phases of life.

Suggested Readings:

1. Singh Kavita - Counseling Skills for Managers, PHI Publication.
2. Carroll, M. Workplace Counseling, Sage Publication
3. Lewicki, Saunders & Barry – Negotiation, Tata McGraw Hill, 5th Ed.
4. B.D. Singh - Negotiation Made Simple, Excel Books, 1st Ed.
5. Rao S N - Counseling and Guidance, Tata McGraw Hill, 2nd Ed.
6. Singh Kavita - Counseling Skills for Managers, PHI, 1st Ed.
7. Welfel, Patterson - The Counseling Process, A Multitheoretical Integrative Approach, Thomson India, 6th Edition.
8. Pareek Udai - Understanding Organisational Behaviour, Oxford Publication

Course Title:INDUSTRIAL AND LABOUR LAW
CourseCode:23MBAH305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs) : After the completion of this course, students will be able to:-

CO1: Understand the fundamental principles and concepts of industrial and labor law.

CO2: Analyze and interpret labor laws and regulations, including employment contracts, working conditions, and labor rights.

CO3: Apply legal frameworks and provisions to resolve labor-related disputes and conflicts in the workplace.

CO4: Evaluate and ensure compliance with industrial and labor laws to protect the rights and interests of employees and employers.

CO5: Develop strategies for effective labor relations and human resource management, taking into account legal requirements and obligations.

Unit - 1:

Introduction to Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of Industrial Relations; Parties involved in Industrial Relations.

Unit - 2:

Trade Unionism: Origin and growth of trade unions; Trade unions after independence; Concept, objectives, and functions of trade unions; Role of trade unions in collective bargaining; Challenges and issues faced by trade unions.

Unit - 3:

Workers' Participation in Management: Meaning and significance of workers' participation in management; Collective bargaining: meaning, nature, and methods; Role of the International Labour Organization (ILO) in industrial relations; Tripartite approach in industrial relations: involvement of government, employers, and workers

Unit - 4:

Overview of Labour Legislation: Payment of Wages Act; Workmen's Compensation Act; Importance provisions of the Employees' State Insurance Act; Employees' Provident Fund Act; Maternity Benefit Act.

Unit 5:

The Payment of Gratuity Act, 1972: Overview and importance of the Payment of Gratuity Act, 1972; Key provisions and entitlements under the Act; Calculation and payment of gratuity; Rights and responsibilities of employers and employees under the Act; Recent developments and amendments in the Act.

Suggested Readings –

1. Sinha, P. R. N., Sinha, I. B., &Shekhar, S. P. (2017). Industrial Relations, Trade Unions and Labour Legislation. Pearson Education India.
2. Bureau, L. (2004). Indian labour year book. New Delhi: Ministry of Labour and Employment, Government of India.
3. Roychowdhury, A. (2018). Labour law reforms in India: All in the name of jobs. Taylor & Francis
4. Sharma, R. K. (1997). Industrial labour in India. Atlantic Publishers & Dist.

Course Title: MANAGEMENT OF FINANCIAL INSTITUTION & SERVICES
Course Code: 23MBAF304

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the structure, functions, and operations of financial institutions.
- CO2: Analyze and evaluate the regulatory framework and governance practices of financial institutions.
- CO3: Apply financial management techniques and strategies specific to financial institutions.
- CO4: Evaluate and manage risks associated with financial institutions, including credit risk, market risk, and operational risk.
- CO5: Develop strategies for enhancing customer service, improving customer relationships, and ensuring compliance with ethical and legal standards in financial institutions.

Unit – 1:

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit – 2:

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates:

fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit – 3:

Securitization: concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs - Their status, types, working and strategies for commercial viability; Insurance organizations- Their status, types, working and strategies for commercial viability.

Unit – 4:

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit – 5:

Concept, Types Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

Suggested Readings -

1. Fabozzi - Foundations of Financial Markets and Institutions (3 rd Edition)
2. Parameswaran- Fundamentals of Financial Instruments (Wiley India)
3. Khan M Y - Financial Services (Tata McGraw Hill)
4. Machiraju H R - Indian Financial System (Vikas Publishing House)
5. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill)
6. Srivastava, R.M&Nigam Divya - Management of Financial Institutions (Himalaya)
7. Gurusamy R - Financial Services & Markets (Thomson)

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: 23MBAF305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs) : After the completion of this course, students will be able to:-

- CO1: Understand the concepts and theories of security analysis and portfolio management.
- CO2: Apply analytical tools and techniques to assess the value and risk of individual securities.
- CO3: Design and manage investment portfolios based on financial goals, risk tolerance, and market conditions.
- CO4: Evaluate and interpret market trends, economic indicators, and company-specific factors to make informed investment decisions.
- CO5: Develop strategies for portfolio optimization, asset allocation, and risk diversification to achieve desired investment outcomes.

Unit – 1:

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit – 2:

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Unit – 3:

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives(Options and futures): concept, trading, valuation.

Unit – 4:

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit – 5:

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Suggested Readings -

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008)
3. Bhatt - Security Analysis and Portfolio Management (Excel Books)
4. Pandian P - Security Analysis and Portfolio Management (Vikas Publishing House)
5. 6) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)

Course Title: PROJECT MANAGEMENT**Course Code: 23MBAS304**

Course Outcomes (COs): After completing this course, students should have developed a clear understanding of :-

CO1: Evaluate and identify project management .

CO2: To demonstrate perspectives used in project planning .

CO3: Able to understand impact technical and financial study on a project .

CO4: To understand and evaluate the working capital, cost benefit analysis of a project and the investment decision .

CO5: Able to identify key concept related to project risk , project evaluation , project assessment .

Unit – 1:

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit – 2:

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit – 3:

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

Unit – 4:

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit – 5:

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

Suggested Readings :

1. Chaturvedi & Jauhari - Project Management (Himalaya Publishing)
2. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH)
3. Mishra - Project Management (Excel Books)
4. Goyal BB – Project Management: A Development Perspective (Deep & Deep)
5. Gopalan - Project Management Core Text Book (Wiley)

Course Title: DISTRIBUTION CHANNEL AND CONFLICT MANAGEMENT

Course Code: 23MBAS305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Understand the role and importance of distribution channels in marketing.
- CO2: Analyze and evaluate different distribution channel options and strategies.
- CO3: Identify and manage conflicts that may arise within distribution channels.
- CO4: Develop effective negotiation and conflict resolution skills in the context of distribution channels.
- CO5: Design and implement strategies to optimize the performance and effectiveness of distribution channels.

Unit - 1:

Introduction to Distribution Channels : Overview of distribution channels and their importance in marketing; Types of distribution channels (direct, indirect, multi-channel); Channel functions and intermediaries; Channel design and selection

Unit - 2:

Channel Structure and Management : Evaluating and selecting channel partners; Managing channel relationships; Channel coordination and integration; Channel performance measurement and evaluation

Unit - 3:

Channel Strategies and Tactics: Developing channel strategies for market penetration and expansion; Channel segmentation and targeting; Channel branding and positioning; Channel pricing and promotion strategies

Unit - 4:

Conflict in Distribution Channels: Understanding channel conflict and its causes; Types of channel conflict (horizontal, vertical, inter-channel); Impact of conflict on channel relationships and performance; Conflict resolution strategies and techniques

Unit - 5:

Managing Channel Relationships and Collaboration: Building and maintaining effective channel relationships; Enhancing channel partner collaboration and cooperation; Managing conflicts through negotiation and mediation; Strategies for managing power and control in distribution channels; Emerging trends and challenges in distribution channel management

Suggested Readings –

1. Coughlan, A. T. (2007). Marketing channels. Pearson Education India.
 2. Holla, K., Ristvej, J., & Titko, M. (Eds.). (2018). Crisis management: Theory and practice. BoD–Books on Demand.
 3. Roche, W. K., Teague, P., & Colvin, A. J. (Eds.). (2014). The Oxford handbook of conflict management in organizations. Oxford Handbooks.
- Dent, J. (2011). Distribution channels: Understanding and managing channels to market. Kogan Page Publishers.

Course Title: AGRICULTURAL MARKETING

Course Code: 23MBAA304

Course Outcomes (COs): After the completion of this course, students will be able to:-

CO1: Understand the fundamental principles and concepts of agricultural marketing.

CO2: Apply marketing strategies and techniques specific to the agricultural industry.

CO3: Analyze and evaluate market trends and consumer behavior in the agricultural sector.

CO4: Develop effective marketing plans for agricultural products and services.

CO5: Assess and adapt marketing strategies to meet the challenges and opportunities in the agricultural market.

Unit – 1:

Principles of Marketing : Definition of market and marketing, evolution of marketing in India, scope, importance and need of agricultural marketing and markets, classification of markets, difference of agricultural marketing with other commodities marketing.

Unit – 2:

Marketing Functions : Main marketing function from original producers to ultimate consumer; Assembling, pooling, collection, processing, Distribution, Secondary functions-Buying, selling, storage, transportation, standardization and grading, packaging, financing, Risk bearing, Market information.

Unit – 3:

Market functionaries: From Procedure to consumer, Whole seller, Retailer, Broker, Commission agent, Speculators Processors, Financing institutions, need and importance of intermediaries.

Unit – 4:

Cooperative Marketing: Need of cooperative marketing, organization of Co-operative marketing and its functions, cooperative marketing and private marketing institution, linking credit with cooperative marketing.

Unit – 5:

Marketing of various agricultural products in India with special reference to: (i) Cereals (ii) Fruit and Vegetables (iii) Milk and Milk Products.

Suggested Reading –

1. S.S.Acharya & N.L. Agarwala, Agricultural Marketing in India - Oxford and IBH Publications
2. K.S. Habeeb - Ur - Rahman Rural Marketing in India - Himalaya publishing
3. S.S. Chinna Agricultural Marketing in India - KALYANI publishers
4. Publications of National Institute of Agricultural Marketing, Odisha

Course Title: FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

Course Code: 23MBAA305

L	T	P	C.U.
3	0	0	3

Course Outcomes (COs): After the completion of this course, students will be able to:-

- CO1: Demonstrate knowledge of food science principles.
- CO2: Apply food processing techniques.
- CO3: Evaluate food product quality.
- CO4: Understand food regulations and safety standards.
- CO5: Develop effective food product development strategies.

Unit - 1:

Introduction to Food Technology and Processing Management: Overview of food technology and processing management; Importance of food technology in the food industry; Food safety and quality management systems; Regulations and standards in the food industry.

Unit 2:

Food Processing Techniques and Technologies: Principles and practices of food processing; Food preservation techniques (e.g., canning, freezing, drying); Thermal processing and pasteurization; Food packaging and labeling; Emerging food processing technologies.

Unit 3:

Quality Control and Assurance in Food Processing: Quality control principles and techniques; Quality assurance systems in food processing; Hazard Analysis and Critical Control Points (HACCP); Food product testing and analysis; Food safety and regulatory compliance.

Unit 4:

Supply Chain Management in Food Processing: Overview of food supply chains; Procurement and sourcing of raw materials; Inventory management in food processing; Distribution and logistics in the food industry; Sustainable practices in food supply chains.

Unit 5:

Innovation and New Product Development in Food Technology: Product development process in the food industry; Market research and consumer insights; Food product innovation and differentiation; Packaging innovation and design; Managing product launches and commercialization.

Suggested Readings -

1. Fellows, P. J. (2022). Food processing technology: principles and practice. Woodhead publishing.
2. Vaclavik, V. A., Christian, E. W., & Campbell, T. (2008). Essentials of food science (Vol. 42). New York: Springer.
3. Barbosa-Cánovas, G. V., Tapia, M. S., & Cano, M. P. (Eds.). (2004). Novel food processing technologies. CRC press.
4. Wang, L. K., Hung, Y. T., Lo, H. H., & Yapijakis, C. (Eds.). (2005). Waste treatment in the food processing industry. CRC press.
5. Bourlakis, M. A., & Weightman, P. W. (Eds.). (2008). Food supply chain management. John Wiley & Sons.