

USHA MARTIN UNIVERSITY, RANCHI
CENTRE FOR DISTANCE AND ONLINE
EDUCATION



PROGRAMME PROJECT REPORT

MASTER OF BUSINESS ADMINISTRATION
(FINANCE MANAGEMENT)

2026-27


Registrar
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Introduction

The Master of Business Administration (MBA) is a globally recognized postgraduate degree program meticulously structured to cultivate advanced competencies in business management, entrepreneurial leadership, and organizational strategy. It is designed to equip students with the theoretical frameworks and applied skills essential for navigating complex business environments and leading institutions across diverse sectors.

Through a comprehensive curriculum that integrates classroom instruction, case studies, industry interface, and real-time project engagements, the program facilitates the holistic development of students. Emphasis is placed on critical thinking, strategic analysis, and leadership acumen, enabling learners to explore and refine their individual managerial styles and latent professional capabilities.

The MBA program further provides students with the opportunity to deepen their expertise in specialized domains of management while fostering robust professional networks. It prepares graduates to function as catalysts of change—capable of addressing multifaceted business challenges and contributing innovative, sustainable solutions within dynamic organizational contexts.

A. Programme's Mission and Objectives Mission

Deliver accessible, flexible, and high-quality management education that empowers working professionals and distance learners to become effective leaders and decision-makers in a dynamic business environment.

Objectives

The MBA program at Usha Martin University is structured with a focus on holistic development and industry relevance. It is designed after carefully considering valuable inputs from key stakeholders, including students, alumni, parents, academicians, and industry professionals. The program aims to push learners beyond their comfort zones, enabling them to develop a deeper understanding of contemporary business challenges in both domestic and global contexts. Emphasizing the application of modern management techniques, the curriculum equips students to analyze and resolve strategic problems with efficiency and effectiveness. Additionally, the program fosters the acquisition of specialized knowledge and managerial competencies necessary for practicing high-quality business management in an increasingly globalized Indian economy.

B. Relevance of the Program with HEI's Mission and Goals

The vision and mission of HEI Usha Martin University are:

Vision

To provide value based education relevant for all, nurture local talent, support creation of excellence in teaching, learning and research, produce high quality innovative graduates and contribute towards sustainable development of the state.

Mission

The University shall strive to promote innovative strategies for seamless dissemination and creation of knowledge using latest techniques, available media and technologies so that its graduates acquire skills to get sustainable employment and contribute with a sense of service to national and global society. To provide the best campus environment to the students and faculty with all facilities to nurture their interest. The MBA program of Usha Martin University is committed to realizing the University's vision and mission by addressing student-centric concerns on priority and actively engaging with the local community through various social initiatives, including the NSS and the Alumni Association. The University fosters a culture of multidisciplinary and allied research, contributing to a dynamic and joyful learning environment. In alignment with the objective of inclusive education, the Online Learning (OL) mode of the MBA program is designed to provide flexible learning opportunities for qualified individuals who are unable to pursue regular courses due to personal or professional commitments. This mode of learning serves as an effective alternative for working professionals and other aspirants seeking to enhance their knowledge and upgrade their skills. The program also caters to those requiring refresher courses, thereby promoting continuous learning and professional development among a broader spectrum of learners.

C. Nature of Prospective Target Group of Learners

Online Education at Usha Martin University (UMU) is specifically designed to cater to the needs of working professionals, business executives, government officials, academicians and entrepreneurs, who are unable to pursue a full-time MBA program due to professional or personal commitments. The Online MBA program provides a flexible and accessible platform for learners to enhance their managerial competencies and professional credentials without disrupting their existing responsibilities. Candidates aspiring to enroll in the MBA program through the Online Learning (OL) mode must have successfully completed a graduation degree in any discipline from a recognized university. This program offers an excellent opportunity for distance learners who are unable to attend regular classes, enabling them to pursue higher education and advance their careers at their own pace and convenience.

D. Appropriateness of Programme to be conducted in OL mode to acquire specific skills and competence

The scope of pursuing an MBA in Finance Management through online learning mode is vast and highly relevant in today's digital and dynamic financial environment. Online MBA programmes provide flexibility for students and working professionals to acquire advanced financial knowledge without disrupting their careers. The course equips learners with skills in financial analysis, investment management, risk assessment, corporate finance, and financial planning. Through virtual platforms, students gain exposure to real-time financial data, case studies, and tools such as Excel, financial modelling, and analytics software. The demand for finance professionals is continuously growing in sectors like banking, insurance, investment firms, fintech companies, and corporate organizations. Online learning also enables access to global resources, expert lectures, and industry webinars, enhancing professional competence. It promotes self-paced learning, critical thinking, and decision-making skills essential for finance roles. Additionally, the programme prepares students for diverse career opportunities such as financial analyst, investment banker, portfolio manager, and financial consultant. Thus, an online MBA in Finance Management offers strong career prospects, skill development, and lifelong learning opportunities in the financial domain.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques.
PO3	Ability to develop Value based Managerial Capabilities & Skills.
PO4	Ability to understand, analyses and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Programme Specific Outcomes

PSO1	Critically analyses and ameliorate the core functions of banking and financial institution.
PSO2	To identify and cater to the societal need.

E. Instructional Design

The program is divided into four semesters and minimum credit requirement is 84 to get MBA-Finance Management degree through OL mode from Usha Martin University. Minimum time period for acquiring MBA-Finance Management degree will be two years and maximum time (extended) period is four years.

1. Programme Structure and Credit Framework

- The programme is structured in a **semester-based modular format** with defined credits aligned with **UGC norms and NEP 2020 guidelines**.
- Each course is divided into:
 - **Blocks → Units → Topics → Learning Activities**
- Credit distribution ensures a balance between:
 - Theory
 - Practical/Lab work
 - Projects and internships
- Provision for:
 - **Multiple entry-exit options (if applicable)**
 - **Credit transfer and accumulation (ABC framework)**

2. Learning Design Approach (Pedagogical Framework)

The instructional design follows a **learner-centric and outcome-based approach**, integrating:

- **Outcome-Based Education (OBE)**
 - Alignment of **Course Outcomes (COs), Programme Outcomes (POs), and PSOs**
- **Constructivist Learning Theory**
 - Encouraging active participation and knowledge construction

Combination of synchronous and asynchronous learning

3. Mode of Content Delivery

The programme adopts a **multi-mode digital delivery system**:

a) E-Content (Quadrant I: Digital Self-Learning Material)

- Developed as per **UGC-DEB guidelines**
- Features:
 - Simple and interactive language
 - Learning objectives at the beginning
 - In-text questions and summaries
 - Case studies or examples
 - Glossary and references

b. Interactive Video (Quadrant II: e-Tutorials / Video Lectures)

Video lectures enhance conceptual clarity and simulate classroom experience.

Types of Video Content:

- **Concept-based lectures** (theoretical explanations)
- **Demonstration videos** (coding, simulations, tools like Python, R)

Design Features:

- Duration: **5 Hours per 1 Credit Course which can be subsequently divided into blocks and units.**
- Chunking of topics for better retention
- Subtitles and transcripts for accessibility
- Use of:
 - Screen recording (for programming)
 - Simulation Tools (for algorithms, networks)
 - Real-life problem-solving demonstrations

Interactive Elements:

- In-video quizzes (pause-and-answer)
- Scenario-based questions
- c. Quizzes and Assignments (Quadrant III: Assessment & Evaluation)

Continuous assessment ensures learning reinforcement and outcome achievement.

Types of Assessments:

A. Quizzes:

- MCQs, True/False, Match the Following
- Auto-graded through LMS
- Topic-wise and module-wise quizzes
- Timed assessments for self-evaluation

B. Assignments:

- Descriptive/problem-solving questions
- Programming assignments (C, C++, Python, Java)
- Case study analysis (e.g., cybersecurity breach case)
- Mini-projects (e.g., web development, data analytics)

C. Practical/Lab Work:

- Virtual lab assignments
- Simulation-based exercises
- Code submission and evaluation

Assessment Design Features:

- Aligned with **Bloom's Taxonomy**
- Rubric-based evaluation
- Feedback mechanism (automated + faculty)
- d. Discussion Forums (Quadrant IV: Interaction & Collaboration)

Discussion forums promote **collaborative learning and academic engagement.**

Types of Forums:

- Course-wise discussion boards
- Topic-specific threads (e.g., AI, DBMS, Networks)
- Doubt-clearing forums
- Peer discussion groups

Key Features:

- Moderated by faculty/subject experts

- Encourages:
 - Question-answer interactions
 - Idea sharing and problem-solving
- Weekly discussion prompts
- Integration with LMS notifications
- Engagement Strategies:
 - Case-based discussions
 - Group discussions and debates
 - Problem-solving threads (coding/debugging help)
 - Live doubt-clearing sessions
 - Chat-based instant support

4. Teaching-Learning Strategies

A variety of instructional methods are used:

- **Synchronous Learning**
 - Live online lectures
 - Webinars and expert sessions
 - Virtual classrooms
- **Asynchronous Learning**
 - Recorded lectures
 - Discussion forums
 - Self-paced modules
- **Experiential Learning**
 - Case studies
 - Simulations
 - Industry-based projects
- **Collaborative Learning**
 - Group discussions
 - Peer learning activities
 - Team-based assignments

5. Learner Support Services

To ensure effectiveness of online learning:

- **Academic Support**
 - Faculty mentoring
 - Doubt-clearing sessions
 - Discussion boards
- **Technical Support**
 - LMS helpdesk
 - IT support team
- **Administrative Support**
 - Admission and examination helpdesk
- **Counselling Services**
 - Career guidance

6. Induction and Orientation Programme

- Orientation on:
 - LMS usage
 - Online learning strategies

- Programme structure
- Awareness about:
 - Academic integrity
 - Digital etiquette

7. Feedback and Continuous Improvement

- Regular learner feedback surveys
- Course improvement cycles
- Faculty development programmes (FDPs)

Evaluation Scheme

Semester-I						
S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max.Marks	Max.Marks	
1	MTMO-2101	Principles and Practices of Management	4	30	70	100
2	MTMO-2102	Managerial Economics	4	30	70	100
3	MTMO-2103	Accounting for Managers	4	30	70	100
4	MTMO-2104	Business Statistics	4	30	70	100
5	MTMO-2105	Communication for Management	4	30	70	100
Total			20	150	350	500

Semester-II						
S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max.Marks	Max.Marks	
1	MTMO-2201	Entrepreneurship & SMEs Management	4	30	70	100
2	MTMO-2202	Business Environment	4	30	70	100
3	MTMO-2203	Research Methodology	4	30	70	100
4	MTMO-2204	Business Laws	4	30	70	100
5	MTMO-2205	Human Resource Management	4	30	70	100
Total			20	150	350	500

Note: The students taking an exit programme after securing 40 credits of the first two semester shall be awarded Post Graduate Diploma in Business Management

Semester-III						
S.N	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max.Marks	Max.Marks	
1	MTMO-2301	Strategic Management	4	30	70	100
2	MTMO-2302	Organizational Behavior	4	30	70	100
3	Three courses from any one area of the specialization and specialization area will remain same in IIIrd and IV th Semester		4	30	70	100
4			4	30	70	100
5			4	30	70	100
Total			20	150	350	500

Any one specialization area to be opted in the IIIrd semester	
Finance	
MTMO-F 2301	Financial Management
MTMO-F 2302	Security Analysis & Portfolio Management
MTMO-F 2303	Management of Financial Institutions & Services
MTMO-F 2304	Banking and insurance
MTMO-F 2305	Tax Planning
MTMO-F 2306	Financial Statement Analysis

Semester-IV						
S.N	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max.Marks	Max.Marks	
1	MTMO-2401	Business Ethics and Corporate Governance	4	30	70	100
2	MTMO-2402	Global Business Management	4	30	70	100
3	Three courses from any one area of the specialization and specialization area will remain same in IIIrd and IV th Semester		4	30	70	100
4			4	30	70	100
5			4	30	70	100
6	MTMO-2491	Dissertation	4	0	100	100
Total			24	150	450	600

Any one specialization area to be opted in the IV Semester	
Finance	
MTMO-F 2401	Corporate Financial Restructuring
MTMO-F 2402	Strategic Corporate Finance
MTMO-F 2403	Management of Working Capital
MTMO-F 2404	Derivatives & Risk Management
MTMO-F 2405	Corporate Valuation and Merger
MTMO-F 2406	Personal Finance & Wealth Management

Note: The students will be awarded Master of Business Administration degree in the relevant specialization provided they secure 84 credits. MOOCS

The University shall give flexibility in opting for MOOC (Massive Online Open Courses) by the students pertaining to the prescribed curriculum and also the credits earned in the MOOC courses may be dealt as part of the evaluation scheme as per UGC (Open and Distance Learning Programmes and Online Programmes) Regulations,2020.

Syllabi and Course Materials

Syllabi, PPR and self-learning materials are developed mostly by experienced faculty members of Usha Martin University in consultation with contents experts and the same will be forwarded to CIQA and BoS/Academic Council/ Executive Council for further suggestions and approval.

Semester-I

Course Name: Principles and Practices of Management

Course Code: MTMO-2101

Credits: 4

Course Objective: The main objective is to teach the students the main functions of management, as they need a variety of skills to understand human behavior, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

Course Outcome: At the end of the course, student would be able to:

S. No.	Course Outcomes	Cognitive level
1.	Apply fundamental principles of management theory to practical organizational situations.	Apply
2.	Analyze and differentiate the various functions of management and their interrelationships.	Analyze
3.	Examine and categorize individual, group, and organizational components of organizational behaviour.	Evaluate
4.	Demonstrate and apply effective skills related to work motivation and leadership in real-world contexts.	Apply
5.	Evaluate and design strategies highlighting the importance of group management in a dynamic and changing work environment	Create

Block: I Introduction

Unit: 1 Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions,

Unit: 2 Managerial Skills, Tasks and Responsibilities of a Professional Manager;

Unit: 3 Evolution of Management Thought, Taylor and Fayol' contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers,

Block: II Planning

Unit: 4 The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises. Forecasting.

Unit: 5 Decision Making; Organizing Nature & Purpose of Organizing. Span

of Management,

Unit: 6 Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.

Block: III Staffing

Unit: 7 Staffing: Definition, Nature and Purpose of Staffing

Unit: 8 Human Resource Management and Selection, Performance Appraisal and Career Strategy

Unit: 9 Manager and Organization Development: Managing Change, Organizational Conflicts.

Block: IV Leadership

Unit: 10 Leading: Managing and the Human Factor.

Unit: 11 Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life;

Unit: 12 Leadership: Definition, Ingredients, Approaches;

Unit: 13 Communication: Function, Process and Barriers to Communication;

Unit 14: Directing- Meaning, Nature and Scope, Direction and Supervision.

Block: V Controlling

Unit: 15 Controlling: Concept, the System and Process of Control, Control Techniques and IT, Productivity and Operations Control;

Unit: 16 Controlling Methods: Budgetary and non- budgetary, Overall and Preventive Control.

Unit: 17 The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control;

Unit 18: International Management: Towards a unified, global Management Theory.

References:

1. Koontz, H. & Weihrich, H. – *Essentials of Management: An International Perspective*, Latest Edition, Tata McGraw Hill Education Private Limited, New Delhi, 2015.
2. Rao, V. S. P. & Hari Krishna, V. – *Management (Text and Cases)*, Latest Edition, Excel Books, New Delhi, 2012.
3. Prasad, L. M. – *Principles and Practice of Management*, Latest Edition, Sultan Chand & Sons, New Delhi, 2021.
4. Jones, Gareth R. & George, Jennifer M. – *Contemporary Management*, 12th Edition, McGraw-Hill Education, 2022.

Course Name: Managerial Economics

Course Code: MTMO-2102

Credits: 4

Course Objective: The objective of this course is to enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

Course Outcome: At the end of the course, student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Apply various theories and laws of managerial economics in business situations.	Apply
2.	Analyze concepts related to demand, supply, and revenue.	Analyze
3.	Evaluate pricing decisions across different market conditions.	Evaluate
4.	Analyze various market structures to plan business strategies.	Analyze
5.	Able to create macroeconomic indicators and evaluate their impact on business.	Create

Block I: Introduction to Managerial

Economics Unit 1: Basic concepts and principles of Economics,

Unit 2: Introduction to Managerial Economics: Nature, Scope,

Unit3: Importance and Significance in decision-making, Managerial Economist-Role, responsibilities and functions.

Block II: Demand, Supply and Revenue Analysis

Unit 4: Demand & supply analysis,

Unit 5: Consumer Preferences and choices.

Unit 6: Demand Elasticity;

Unit 7: Types & its relevance, demand forecasting, revenue analysis.

Block III: Production & Cost Analysis

Unit 8: Cost: Concepts, measurement & analysis,

Unit 9: Production Function & its managerial applications,

Unit 10: Cost curves traditional & modern approach,

Unit 11: Production Function; Laws of returns.

Block IV: Pricing Decisions & Profit Planning

Unit 12: Market Structures, pricing under different market structures,

Unit 13: Perfect, imperfect and monopoly,

Unit 14: Break Even Analysis; Profit Planning;

Unit 15: Oligopoly (Cournot's model, kinked demand curve model, prisoner's dilemma).

Block V: Macro Economics

Unit 16: Concepts of national Income and methods of its measurement,

Unit 17: Inflation: Theories,

Unit 18: Introduction to business cycles

References:

1. Geetika, Ghosh, Piyali & Roy Choudhury, Purba – *Managerial Economics*, Latest Edition, McGraw Hill Education, **2020**.
 2. Mehta, P. L. – *Managerial Economics: Analysis, Problems and Cases*, Latest Edition, Sultan Chand & Sons, **2017**.
 3. Dwivedi, D. N. – *Managerial Economics*, 8th Edition, Vikas Publishing House, **2015**.
 4. Gupta, G. S. – *Managerial Economics*, Latest Edition, Tata McGraw-Hill Education, **2013**.
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Course Name: Accounting for Managers

Course Code: MTMO-2103

Credits: 4

Course Objective: The main objective of this course is to make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

Course Outcome: At the end of the course, student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Analyze various concepts related to Indian and international accounting.	Analyze
2.	Apply costing techniques to compute the cost of products or services.	Apply
3.	Apply various costing methods in manufacturing and non-manufacturing contexts.	Apply
4.	Evaluate make-or-buy decisions for specific inputs.	Evaluate
5.	Evaluate and design budgetary and financial statements.	Create

Block I: Accounting Framework I (Introduction to Accounting)

Unit 1: Introduction, Nature, scope and importance of Accounting, Book Keeping,

Unit 2: Accounting Process, Users of an Accounting information and their needs,

Unit 3: Accounting Equation, Role and Responsibilities of an Accountant; GAAP and Accounting Standards-Indian and international.

Block II: Accounting Framework II (Accounting Books and Final Accounts)

Unit 4: Preparation of Journal, Ledger, Trial balance,

Unit 5: Cashbook & other subsidiary books,

Unit 6: Preparation of Trading, Profit & Loss A/c and balance Sheet (with adjustments),

Unit 7: Depreciation Accounting and

Unit 8: Preparation of BRS.

Block III: Cost Accounting

Unit 9: Meaning, importance of Cost Accounting,

Unit 10: Elements and classification of costs and Preparation cost sheet,

Unit 11: Inventory valuation.

Block IV: Management Accounting

Unit 12: Meaning, importance of Management Accounting,

Unit 13: Budgeting & Budgetary Control;

Unit 14: Preparation of Fixed & Flexible budget, Zero Based Budgeting.

Block V: Financial Statements Analysis

Unit 15: Meaning, importance of financial statement,

Unit 16: Ratio Analysis,

Unit 17: Preparation and Analysis of Fund Flow

Unit18: Cash Flow Statements according to AS-3.

References:

1. Gupta, Shashi K. and Sharma R.K. (2008)- Accounting for Managerial Decisions, Kalyani Publications (Ludhiana)
 2. Tulsian, P.C. (2009)- Financial Accounting, Tata McGraw Hill Publication, New Delhi
 3. Shukla, S.M. (2009)- Advanced Accounting, Sahitya Bhawan Publication, Agra
 4. Ramachandran, N. and Kakani, R.K. (2008)- Financial Accounting for Management, Tata McGraw Hill Publication, New Delhi
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Course Name: Business Statistics

Course Code: MTMO-2104

Credits: 4

Course Objective: To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

Course Outcome: At the end of the course, student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Demonstrate an understanding of decision-making process under uncertainty using statistical tools.	Explain
2.	Apply correlation and regression analysis and their importance in decision-making.	Apply
3.	Analyze Apply the concept of time series in business decision making.	Analyze
4.	Demonstrate an understanding of probability and probability distributions.	Apply
5.	Design and apply application of Estimation Theory and Hypothesis Testing in business decision making.	Create

Block I: Introduction

Unit 1: Meaning and definitions of Statistical Data; Applications of Statistics in Managerial decision- making;

Unit 2: Frequency Distributions; Measures of Central Tendency: Mean, Median, Mode and their implications;

Unit 3: Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

Block II: Correlation and Regression

Unit 4: Meaning and uses of correlation

Unit 5: Meaning and uses of regression.

Unit 6: Various methods of calculation of Coefficient of correlation and their analysis (Two Variable)

Unit 7: Regression analysis.

Block III: Analysis of Time Series

Unit 8: Concept; Additive model, Multiplication model,

Unit 10: Seasonal variation, Cyclical Variation;

Unit 11: Various methods of Time Series Analysis and their applications in business.

Block IV: Probability

Unit 12: Concept, its uses in business decision-making,

Unit 13: Addition and multiplication theorem of probability; Binomial theorem and its applications

Unit 14: Probability Distribution: Concept, applications of Binomial, Poisson and Normal Distributions.

Block-V: Estimation Theory and Hypothesis Testing

Unit 15: Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses;

Unit 16: Application of Z-test, t-test,

Unit 17: F-test and ANOVA

Unit 18: Chi-Square test. Techniques of association of Attributes & Testing.

Text and Reference Books

1. Sharma, J. P. – *Business Statistics*, 4th Edition, Pearson Education, **2020**.
 2. Levin, Richard I. & Rubin, David S. – *Statistics for Management*, 8th Edition, Pearson Education, **2017**.
 3. Beri, G. C. – *Statistics for Management*, Latest Edition, Tata McGraw-Hill Education, **2018**.
 4. **Gupta, S. P. – *Statistical Methods*, 46th Edition, Sultan Chand & Sons, 2021.**
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Course Name: Communication for Management

Course Code: MTMO-2105

Credits: 4

Course Objective: The objective of this course is to equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

Course Outcome: At the end of the course, student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Discuss basic forms of communication & various Communication models.	Discuss
2.	Discuss and evaluate verbal and non-verbal communication ability through presentations.	Evaluate
3.	Explore and analyze various forms of modern communication in business communications.	Analyze
4.	Able to identify and apply appropriate methods of report writing	Apply
5.	Able to design various tools of organizational Communication as per the requirement	Create

Block I: Introducing Business Communication

Unit 1: Basic forms of communication; Self Development and Communication Development of positive personal attitude

Unit:2 Communication models and processes

Unit 3: Audience analysis Principles of effective communication, formal and informal communication networks, Grapevine, miscommunication (barriers).

Block II: Effective listening

Unit 4: Principles of effective listening; Factors affecting listening exercise;

Unit 5: Oral, written and video sessions.

Unit 6: Modern forms of communicating:

Unit 7: Fax E-Mail; Video conferencing etc. nonverbal aspects of communication, Kinesics, Proxemics, Para language, sign language.

Block III: Writing skills

Unit 8: Planning business message; rewriting and editing; the first draft; reconstructing the final draft.

Unit 9: Business letters; Appearance of request letters; Good news and bad news letters; Persuasive letters;

Unit 10: Sales letters; Collection letters; Office memorandum, notice and circular.

Unit 11: Writing resume and letter of application.

Block IV: Report writing

Unit 12: Introduction to a proposal, short report and formal report, report preparation,

Unit 13: Sales presentation, training presentation,

Unit 14: Conducting surveys, speeches to motivate.

Block V: Practices in business communication

Unit 15: Group discussions; Mock interviews; Seminars; Effective listening exercises;

Unit 16: Individual and group presentations, Oral presentation:

Unit 17: Principles of oral presentation, Factors affecting presentation,

Unit 18: Interviewing skills: Appearing in interviews; conducting interviews

References:

1. Bovee, Courtland L. & Thill, John V. – *Business Communication Today*, 14th Edition, Pearson Education (earlier Tata McGraw Hill), **2021**.
 2. Dulek, Ronald E. & Fielden, John S. – *Principles of Business Communication*, 2nd Edition, Macmillan, **1990**.
 3. Magors, Randall E. – *Business Communication*, Harper & Row, **1980**.
 4. **Balasubramanyam, M. – *Business Communication*, Latest Edition, Vikas Publishing House, 2018.**
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Semester-II

Course Name: Entrepreneurship and SMEs Management

Course Code: MTMO-2201

Credits: 4

Course objectives: The main objectives of the course are to familiarize students with various concepts used in understanding processes involved in entrepreneurship and business formation and development. Provide context to those processes in the form of differences between small and large firms, and the economic environment.

Course Outcome: At the end of the course, student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Able to explain fundamentals of entrepreneurship and entrepreneurial process.	Discuss
2.	Present and evaluate various theories of entrepreneurship.	Evaluate
3.	Design different business plans	Create
4.	Describe the MSME registration process and MSME promotional policies.	Apply
5.	Evaluate various concepts related to International Business.	Evaluate

Block I: Entrepreneurship: A Conceptual Framework

Unit 1: Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development;

Unit 2: Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Intrapreneurship.

Unit 3: Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process;

Unit 4: Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

Block II: Entrepreneurial Growth:

Unit 5: Role of Entrepreneurship in Economic Development, Entrepreneurial Theories; Factors affecting entrepreneurial growth

Unit 6: Entrepreneurial Challenges; New Product

Unit 7: Development and Growth Strategies for Entrepreneurial ventures.

Block III: New Ventures Planning

Unit 8: Marketing research, Marketing Mix; Business Plan-benefits of drivers, Ownership Structures; Acquisition; Franchising, Marketing plan,

Unit 9: Perspectives in business plan preparation, elements of a business plan.

Block IV: MSME Registration and Promotion

Unit 10: MSME registration, MUDRA Loan, Start-up India.

Unit 11: Make In India, Institutional Finance to Entrepreneurs **Unit 12:** MSME and Economic Development,

Unit 13: Institutional Support for Small Enterprises.

Block V: International Entrepreneurship:

Unit 14: Export Business Registration, Intellectual Property Protection- Patents,

Unit 15: Trademarks and Copyrights – importance for start-ups,

Unit 16: Legal acts governing business in India;

Unit 17: International entrepreneurship- opportunities and challenges,

Unit 18: Export Documentation in India.

References:

1. Drucker, Peter F. – *Innovation and Entrepreneurship*, Latest Edition, East-West Press (P) Ltd., **2015 (Reprint)**.
 2. Holt, David H. – *Entrepreneurship: New Venture Creation*, Prentice Hall of India, **2010**.
 3. Hisrich, Robert D., Peters, Michael P. & Shepherd, Dean A. – *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, 11th Edition, McGraw-Hill Education, **2017**.
 4. Desai, Vasant – *Small Scale Industries and Entrepreneurship*, Latest Edition, Himalaya Publishing House, **2020**.
 5. Gupta, C. B. & Srinivasan, N. P. – *Entrepreneurial Development in India*, Latest Edition, Sultan Chand & Sons, **2019**.
 6. **Pareek, Udai & Rao, T. Venkateswara – *Developing Entrepreneurship: A Handbook on Learning Systems*, 2nd Edition, Sage Publications, 2012.**
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Course Name: Business Environment

Course Code: MTMO-2202

Credits: 4

Course Objective:

To analyze the overall business environment and evaluate its various components in business decision making.

Course Outcome: At the end of the course, student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Able to discuss various environmental factors that affect business.	Discuss
2	Diagnose impact of various governmental policies on Business.	Analyze
3	Evaluate impact of socio-cultural environment on Business.	Evaluate
4	Discuss impact of political-legal environment on Business.	Evaluate
5	Design role of multilateral institutions in facilitating world trade.	Create

Block I: Theoretical Framework of Business Environment

Unit 1: Concept, Significance, of Business Environment

Unit 2: Nature, Elements & Dimensions;

Unit 3: Environmental Scanning and Monitoring.

Block II: Economic Environment of Business

Unit 4: Significance and Elements; Economic Systems; Economic planning in India; Government Policies- Industrial,

Unit 5: Fiscal, Monetary, EXIM; Public Sector and economic development; Development banks and its relevance to Indian business;

Unit 6: Economic Reforms, Liberalization and structural adjustment programmes;

Unit 7: Regulation of Financial Markets, SEBI.

Block III: Political and Legal Environment of Business Unit 8: Critical elements;

Government and business;

Unit 9: Changing dimensions of political and legal environment in India;

Unit 10: MRTP Act, Competition Act, FEMA and licensing policy

Unit 11: Consumer Protection Act.

Block IV: Socio-cultural Environment

Unit 12: Social institutions, systems, values, attitudes, groups, etc;

Unit 13: Dualism in Indian society and problems of uneven income distribution;

Unit 14: Rural sector in India; Social Responsibility of Business; Consumerism in India.

Block V: International and Technological Environment

Unit 15: Multinational Corporations; Foreign collaborations and Indian business; NRIs and Corporate sector

Unit 16: International Economic Institutions- WTO, World Bank, IMF and their importance to India; Foreign trade Policies;

Unit 17: Impact of Rupee devaluation; Technological environment in India; Policy on research and development

Unit 18: Intellectual Property Rights; Technology transfer.

References:

1. Adhikari, M. – *Economic Environment of Business*, Latest Edition, Sultan Chand & Sons, **2019**.
 2. Alagh, Yoginder K. – *Indian Development: Planning and Policy*, Latest Edition, Vikas Publishing House, **2014**.
 3. Aswathappa, K. – *Legal Environment of Business*, 8th Edition, Himalaya Publishing House, **2021**.
 4. Chakravarty, Sukhamoy – *Development Planning: The Indian Experience*, Oxford University Press, **1987 (Reprint editions available)**.
 5. Ghosh, Biswanath – *Economic Environment of Business*, Latest Edition, Vikas Publishing House, New Delhi, **2017**.
 6. Government of India – *Economic Survey*, Ministry of Finance, **Latest Annual Publication (e.g., 2024–25)**.
 7. Agarwal, Raj & Diwan, Parag – *Business Environment*, Latest Edition, Excel Books, **2018**.
 8. **Cherunilam, Francis – *Business Environment*, 28th Edition, Himalaya Publishing House (earlier Macmillan), 2022.**
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Course Name: Research Methodology

Course Code: MTMO-2203

Credits: 4

Course Objectives: The objectives of this course are-
To familiarize students with basic of research, research process and enable the participants in conducting research work and formulating research synopsis and report.

Course Outcome: At the end of the course, student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Explain various concepts related to Research.	Explain
2	Evaluate various kinds of research design & process	Evaluate
3	Develop adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis.	Apply
4	Analyze various techniques of data analysis-and hypothesis Testing procedures.	Analyze
5	Articulate and design appropriate research ethics for doing meaningful research.	Create

Block I: Research Formulation

Unit 1: Introduction, meaning of research,

Unit 2: Types, Role of research in important area and Process of Research,

Unit 3: Defining research Problems, Hypothesis Formulation.

Block II: Research Elaborated

Unit 4: Research Design, Research plan,

Unit 5: Concept of sample, Sample size, various types of sampling techniques. **Unit 6:** Types of Data and Methods of its Collection;

Questionnaire Design, **Unit 7:** Precautions in preparation of questionnaire, Measurement scales.

Block III: Data Analysis and Interpretation-1

Unit 8: Processing and Analysis of Data by application of statistical tools,

Unit 9: Various kinds of charts and diagrams used in data analyses

Unit 10: Application of Data Analysis.

Block IV: Data Analysis and Interpretation-2

Unit 11: Hypothesis Testing (F-test, ANOVA, Chi –square test, t-test) ,

Unit 12: Multivariate Statistical techniques- Multiple regression, discriminate analysis,

Unit 13: Factor analysis, Multivariate analysis of variance,

Unit 14: Conjoint analysis, Cluster analysis, Multidimensional Scaling, Role of computer in research, Excel- A tool for statistical analysis, SPSS, Interpretation and conclusion.

Block V: Report Writing

Unit 15: Report Writing, Significance of report writing, Steps in report writing,

Unit 16: Layout of research report, Types of reports; Appendices;

Unit 17: Bibliography, Characteristics of a good report; Precautions for report writing

Unit 18: Ethics in business research.

References:

1. Kothari, C. R. & Garg, Gaurav – *Research Methodology: Methods and Techniques*, 4th Edition, New Age International Publishers, **2019**.
 2. Panneerselvam, R. – *Research Methodology*, 2nd Edition, PHI Learning, **2014**.
 3. Cooper, Donald R. & Schindler, Pamela S. – *Business Research Methods*, 12th Edition, McGraw-Hill Education (TMH), **2014**.
 4. Taylor, Bill, Sinha, Gautam & Ghoshal, Taposh – *Research Methodology: A Guide for Researchers in Management and Social Sciences*, Latest Edition, PHI Learning, **2016**.
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Course Name: Business Laws

Course Code: MTMO-2204

Credits: 4

Course Objective: To acquire knowledge and understanding of major business, commercial and economic laws. The aim of this course is not just to teach Legal Regulatory framework, but to develop students in such a way that they equip with appropriate skills in legal requirements for managing business.

Course Outcome: At the end of the course, student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Elaborate clear understanding for contracts and subsequently enter valid business propositions	Explain
2	Analyze legitimate rights and obligations under sale of goods Act, 1930.	Analyze
3	Evaluate various legitimate rights and obligations under Negotiable Instrument Act	Evaluate
4	Apply skills to initiate entrepreneurial ventures as LLP or other new form of organization which are widely used across the globe	Apply
5	Exhibit insights of various company proceedings through Companies Act-1956 & Company Act-2013	Apply

Block I: Contract Act, 1872

Unit 1: Definition & Classification of Contract, Essential elements of a Valid Contract,

Unit 2: Quasi Contract – Various Forms,

Unit 3: Contingent contract,

Unit 4: Discharge & Breach of Contract, Remedies of breach of contract.

Block II: Sales of Goods Act, 1930

Unit 5: Contract of sale of Goods-Meaning, Essentials, etc.

Unit 6: Provisions relating to Conditions and Warranties, Provisions relating to Transfer of Property **Unit 7:** Ownership, Provisions relating to Performance of Contract of Sale- Rights and duties of Unpaid Seller and Buyer.

Block III: The Negotiable Instruments Act, 1881

Unit 8: Negotiable Instruments- Meaning, Characteristics, Types, Parties- Holder and Holder in Due Course;

Unit 9: Negotiation and types of endorsements, Dishonor of Negotiable Instruments and Overdue Instrument,

Unit 10: Banker and Customer- Crossing of Cheques, Obligations of a Banker & a Customer, Bouncing of Cheques, Liabilities of parties.

Block IV: Partnership Act, 1932

Unit 11: Definition, Formation, Types and Registration of Partnership,

Unit 12: Kinds, Rights and liabilities of Partners, Minor's Status in Partnership Firm,

Unit 13: Dissolution of Partnership Firm.

Block V: The Companies Act, 1956 & 2013

Unit 14: Company- Definition, Meaning, Features and Types,

Unit 15: Incorporation of a Company- Memorandum & Articles of Association and their Alteration;

Unit 16: Prospectus, Management of company- Directors and Meetings,

Unit 17: Share capital-Account and Audit,

Unit 18: Winding up of companies.

References:

1. Kuchhal, M.C. (2007). Business Law, Vikas Publishing House, New Delhi.
 2. Tulsian, P.C. (2007). Business Law, Tata McGraw-Hill Publications, New Delhi.
 3. Kuchhal, M.C. (2007). Mercantile Law, Vikas Publishing House, New Delhi.
 4. Singh Avtar (2008). Mercantile Law, Eastern Book Company, Lucknow.
 5. Kapoor, N.D. (2008). **Elements** of Mercantile Law, Sultan Chand & Sons Educational Publishers, Delhi.
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Course Name: Human Resource Management

Course Code: MTMO-2205

Credits: 4

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Outcome: At the end of the course, student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Discuss HRM and evaluate the role of HRM in effective business administration.	Discuss
2	Apply HR tools such as job analysis, job description, and performance appraisal techniques to practical scenarios.	Apply
3	Analyze the relationship between organizational behavior, employee motivation, and HR strategies to solve workforce issues.	Analyze
4	Evaluate the effectiveness of T&D strategies, compensation structures, and industrial relations policies.	Evaluate
5	Develop comprehensive HR strategies for recruitment, retention, and development within a competitive business environment	Create

Block I: Introduction:

Unit 1: Conceptual foundations; Human aspect of management; Human resource Management- concept, scope and importance;

Unit 2: Competencies of HR manager- employer branding and competency mapping;

Unit 3: Changing role of HRM- workforce diversity, Technological change, restructuring and rightsizing, empowerment; TQM.

Unit 4: Management of ethics.

Block II: Human Resource Planning, Job Analysis, and Job Design:

Unit 5: Assessing human resource requirements; Human resource forecasting; **Unit 6:** Workload analysis; Job analysis; Job description and specifications; **Unit 7:** Job design; Job characteristic approach to job design.

Block III- Recruitment, Selection, Training, and Development:

Unit 8: Factors affecting recruitment; Sources of recruitment (internal and external);

Unit 9: Basic selection model; Psychological tests for selection; Interviewing; Placement and induction;

Unit 10: Job changes- Transfers, Promotions, and Separations;

Unit 11: An overview of training and development; Emerging trends in recruitment, selection, and development.

Block IV- Compensation Management, Performance Appraisal, and Audit:

Unit 12: Compensation Management- Job evaluation, base compensation and supplementary compensation;

Unit 13: Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods-

Unit 14: MBO, 360degree appraisal, 720degree appraisal, behaviorally anchored rating scale, balanced scorecard; Potential appraisal.

Block V- Emerging Horizons of HRM

Unit 15: International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System);

Unit 16: Human resource audit;

Unit 17: Contemporary issues in human resource management

Unit 18: Moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

References:

1. Storey, John – *Human Resource Management: A Critical Text*, 5th Edition, Cengage Learning (earlier Thomson Learning), **2014**.
2. Dwivedi, R. S. – *Managing Human Resources: Personnel Management in Indian Enterprises*, Latest Edition, Galgotia Publishing Company, **2015**.
3. Dessler, Gary – *Human Resource Management*, 16th Edition, Pearson Education, **2020**.
4. Aswathappa, K. – *Human Resource and Personnel Management*, 11th Edition, McGraw Hill Education (Tata McGraw Hill), **2022**.
5. Desimone, Randy L., Werner, Jon M. & Harris, David M. – *Human Resource Development*, 7th Edition, Cengage Learning (earlier Thomson), **2017**.

Semester-III

Course Name: Strategic Management

Course Code: MTMO-2301

Credits: 4

Course Objective: To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy, formulation, implementation and control in organizations.

Course Outcome: At the end of the course, student would be able to

S. No.	Course Outcomes	Cognitive level
1	Elaborate the basic concepts and principles of Strategic.	Explain
2	Analyze organizational strategies that will be Effective in dynamic business environment.	Analyze
3	Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.	Apply
4	Evaluate dynamic business landscape	Evaluate
5	Evaluate and design various strategies for managing global competition.	Create

Block I: Strategy-Introduction

Unit 1: Concept, Levels at which strategy operates; Approaches to strategic decision making; Mission and Purpose,

Unit 2: Objectives and Goals; Strategic Business Units (SBUs);

Unit 3: Environmental Analysis & Diagnosis: Environment and its components;

Unit 4: Environmental Scanning & Appraisal; Organizational Appraisal; Strategic Advantage Analysis and Diagnosis.

Block II: Strategy and Structure

Unit 5: Structural considerations, Structures for strategies; Organizational design and change.

Unit 6: Functional Strategies-Marketing, Production& Operations, Personnel,

Unit 7: Financial, R&D plans and policies.

Block III: Strategy Formulation and Choice of Alternatives

Unit 8: Strategies- modernization, diversification, integration;

Unit 9: Merger, take-over and joint strategies;

Unit 10: Turnaround, divestment and liquidation strategies;

Unit 11: Process of strategic choice, competitor and SWOT analysis;

Unit 12: Factors affecting; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis.

Block IV: Strategy Implementation

Unit 13: Inter-relationship between formulation and implementation,

Unit 14: Issues in strategy implementation; Resource allocation,

Unit 15: Strategy Evaluation & Control: Overview and Techniques.

Block V: Global Issues in Strategic Management

Unit 16: Global challenges, Advantages & Disadvantages of international operations,

Unit 17: Communication differences across countries, worldwide tax rates & their impact,

Unit 18: Participation of international institutions for international business.

References:

1. Bhattacharya, S. K. & Venkataraman, N. – *Managing Business Enterprises: Strategies, Structures and Systems*, Latest Edition, Vikas Publishing House, **2017**.
 2. Budhiraja, S. B. & Athreya, M. B. – *Cases in Strategic Management*, Latest Edition, Tata McGraw-Hill Education, **2013**.
 3. Coulter, Mary K. – *Strategic Management in Action*, 6th Edition, Pearson Education (Prentice Hall), **2013**.
 4. David, Fred R. & David, Forest R. – *Strategic Management: Concepts and Cases*, 16th Edition, Pearson Education, 2017.
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Course Name: Organizational Behavior

Course Code: MTMO-2302

Credits: 4

Course Objective: The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behavior over time. The course will also make them capable of realizing the competitiveness for firms.

Course Outcome: At the end of the course, student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply motivational theories to improve employee performance in real-life situations.	Apply
2	Demonstrate teamwork and interpersonal skills in-group activities Elaborate the basic concepts and principles of strategic.	Explain
3	Examine how organizational culture influences employee behavior.	Analyze
4	Evaluate the effectiveness of different leadership styles in specific contexts.	Evaluate
5	Propose innovative approaches to enhance employee engagement and culture.	Create

Block- I- Introduction:

Unit-1: Emergence of organizational behavior;

Unit-2: Management and OB; Hawthorne studies and human relations school;

Unit-3: Challenges and opportunities for organizational behavior;

Unit 4 : Positive organizational behavior.

Block- II- Individual Behavior:

Unit-5: Foundations of individual behavior; Perception; Attribution;

Unit-6: Personality; Attitude; Learning and Values;

Unit-7: Motivation – theoretical and practical dimension.

Unit-8: Various theories of motivation

Block- III- Group Behavior:

Unit-9: Group dynamics; Cohesiveness and productivity;

Unit-10: Group decision making; managing organizational conflict;

Unit-11: Managing misbehavior at work.

Block- IV- Leadership:

Unit-12:Influence, Power and Politics;

Unit-13: Leadership

Unit-14: Theoretical and practical dimension.

Unit-15: Various theories of Leadership

Block- V- Organization System & Processes:

Unit-16: Organization Structure – foundation and types;

Unit-17: Climate and Ethos;

Unit-18: Communication; Organizational effectiveness & performance, managing change.

References:

1. Robbins, Stephen P. & Judge, Timothy A. – *Organizational Behavior*, 18th Edition, Pearson Education (Prentice Hall), **2019**.
2. Robbins, Stephen P. & Mathew, Mary – *Organizational Theory: Structure, Design and Applications*, 3rd Edition, Pearson Education (Prentice Hall of India), **2013**.
3. Luthans, Fred – *Organizational Behavior: An Evidence-Based Approach*, 13th Edition, McGraw-Hill Education, **2015**.
4. Sekaran, Uma – *Organizational Behaviour: Text and Cases*, Latest Edition, Tata McGraw-Hill Publishing Co. Ltd., **2010**.

Course Name: Financial Management

Course Code: MTMO- F 2301

Credits: 4

Course Objectives: This course aims to develop a comprehensive understanding of financial management principles and decision-making. It equips students with knowledge of investment, financing, and dividend decisions, along with tools such as capital budgeting, cost of capital, and working capital management. The course focuses on enhancing analytical skills to maximize shareholder wealth, ensure efficient resource allocation, and support strategic financial planning in dynamic business environments.

Course Outcome: At the end of the course, student would be able to;

S. No.	Course Outcomes	Cognitive level
1	CO1: Explain the core concepts, objectives, and scope of financial management in organizations.	Explain
2	CO2: Apply financial tools and techniques such as time value of money, capital budgeting, and cost of capital.	Apply
3	CO3: Analyze investment, financing, and working capital decisions for effective financial management.	Analyze
4	CO4: Evaluate financial performance and strategic financial decisions to maximize shareholder wealth.	Evaluate
5	CO5: Design optimal financial plans and policies for efficient resource allocation and risk management.	Create

BLOCK I: Introduction to Financial Management

Unit 1: Introduction – Meaning, Scope, Objectives of Financial Management

Unit 2: Time Value of Money – Concepts, Compounding and Discounting Techniques

Unit 3: Financial Environment – Financial Markets, Institutions, Instruments

BLOCK II: Investment Decisions (Capital Budgeting)

Unit 4: Capital Budgeting – Nature, Importance and Process

Unit 5: Investment Appraisal Techniques – Payback Period, ARR

Unit 6: Discounted Cash Flow Techniques – NPV, IRR, Profitability Index

Unit 7: Risk Analysis in Capital Budgeting – Sensitivity, Scenario Analysis

BLOCK III: Financing Decisions

Unit 8: Cost of Capital – Concept, Calculation of Cost of Debt, Equity, Preference Shares

Unit 9: Weighted Average Cost of Capital (WACC)

Unit 10: Capital Structure Theories – NI, NOI, MM Approach

Unit 11: Leverage Analysis – Operating, Financial and Combined Leverage

BLOCK IV: Dividend and Working Capital Decisions

Unit 12: Dividend Policy – Theories (Walter, Gordon, MM) and Practices

Unit 13: Working Capital Management – Concepts, Components and Policies

Unit 14: Management of Cash, Receivables and Inventory

Unit 15: Short-Term Financing – Sources and Instruments

BLOCK V: Financial Analysis & Contemporary Issues

Unit 16: Financial Statement Analysis – Ratio Analysis and Interpretation

Unit 17: Financial Planning and Forecasting – Budgeting and Projections

Unit 18: Contemporary Issues – Financial Technology (FinTech), Sustainable Finance, Corporate Governance

References:

1. Pandey, I. M. – *Financial Management*, 11th Edition, Vikas Publishing House, New Delhi, **2015**.
 2. Tulsian, P. C. – *Financial Management*, Latest Edition, S. Chand & Company Ltd., New Delhi, **2020**.
 3. Chandra, Prasanna – *Financial Management: Theory and Practice*, 10th Edition, McGraw-Hill Education (Tata McGraw Hill), New Delhi, **2019**.
 4. Khan, M. Y. & Jain, P. K. – *Financial Management: Text, Problems and Cases*, 8th Edition, McGraw-Hill Education, New Delhi, **2018**.
 5. Brealey, Richard A., Myers, Stewart C. & Allen, Franklin – *Principles of Corporate Finance*, 13th Edition, McGraw-Hill Education, **2019**.
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Course Name: Security Analysis & Portfolio Management

Course Code: MTMO- F 2302

Credits: 4

Course objectives: To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors and Portfolio management practices in India. Also, to familiarize the students with the fundamental and technical analysis of the diverse investment avenues.

Course Outcome: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the fundamental concepts, objectives, and scope of financial management in business organizations.	Discuss
CO2: Apply financial techniques such as time value of money, capital budgeting, and cost of capital in decision-making.	Apply
CO3: Analyze investment, financing, and working capital decisions using appropriate financial tools.	Analyze
CO4: Evaluate financial performance and policies to support strategic financial decisions.	Evaluate
CO5: Design optimal financial strategies and plans to maximize firm value and ensure efficient resource utilization.	Create

Block-I Investment Concepts

Unit-1: Investment Styles- Active and Passive Investment Styles; Momentum, Growth and Value

Unit-2: Speculation; Gambling; Shorting; Trading; Hedging; Diversification;

Unit-3: Immunization; Arbitrage; Leveraging; margin Trading; ethical Investment

Block-II Fixed Income Securities

Unit-4: Bond Prices and Yields- Present Value Model of bond valuation,

Unit-5: Different bond- yield and return measures, the yield curve- Types,

Unit-6: Interpretation and factors affecting it,

Unit-7: Theories related to yield curve, Duration and fixed income derivatives

Block-III Fundamental Analysis

Unit-8: Perfect Capital Markets; Efficient Market Hypothesis;

Unit-9: Top- down V/s Bottom- up approach of fundamental analysis,

Unit-10: Economic Analysis- Main Macro Economic Variables, business cycles, Inter-Industry and Inter- Firm analysis; Industry Analysis- Industry Life Cycle,

Unit-11: Effect of business cycles on industries, Role of external factors, Demand- Supply analysis

Unit-12: Role of pricing practices, Key factors of success, major types of risk faced by business

Block-IV Technical Analysis

Unit-13: Basic Philosophy, The Dow Theory, Select major chart patterns- Japanese Candlestick Charting,

Unit-14: Reversal Pattern in Japanese Candlestick Charting, Head and Shoulder Pattern, Double Top Formation, Rounding Top Formation,

Unit-15: Bar Charts, Points and Figure Charts, Relative Strength Index, Bollinger Bands, Elliot Wave Theory, Candlestick analysis

Block-V Portfolio Analysis and Selection

Unit-16: Portfolio Possibilities Curve, Efficient Frontier, Single Index Model, Multi Index Model,

Unit-17: Constructing the optimal portfolio using single index model, single index with shorting and constant correlation model,

Unit-18: Role of skewness, Beta (β), Capital Asset Pricing Model- Efficient Portfolios, other portfolios, CAPM assumptions, Arbitrage pricing model

References:

1. Amling, Frederik – *Fundamentals of Investment Analysis*, Latest Edition (Reprint), Prentice Hall, **2010**.
 2. Bhalla, V. K. – *Investment Analysis*, Latest Edition, S. Chand & Company Ltd., **2019**.
 3. Chandratre, K. R. – *Capital Issues, SEBI and Listing*, Latest Edition, Bharat Publishing House, **2018**.
 4. Fabozzi, Frank J. – *Investment Management*, 4th Edition, Pearson Education (earlier Prentice Hall), **2016**.
 5. Machiraju, H. R. – *Merchant Banking: Principles and Practice*, 4th Edition, New Age International / Wiley Eastern Ltd., **2011**.
 6. Machiraju, H. R. – *Working of Stock Exchanges in India*, Latest Edition, New Age International (earlier Wiley Eastern Ltd.), **2014**.
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Course Name: Management of Financial Institutions & Services

Course Code: MTMO- F 2303

Credits: 4

Course Objective: To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision- making models, cost management ideas along with budgeting and associated performance measurement practices.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Explain fundamental concepts, principles, and frameworks relevant to the subject area.	Explain
CO2 - Apply appropriate tools, techniques, and models to solve practical financial/managerial problems.	Apply
CO3 - Analyze data, financial information, and scenarios to support effective decision-making.	Analyze
CO4 - Evaluate alternative strategies and outcomes to select the most suitable course of action.	Evaluate
CO5 - Design innovative and practical solutions for real-world business and financial challenges.	Create

Block-I Introduction

Unit-1: An Introduction to Financial System, Components, Financial System and Economic Development,

Unit-2: Financial Inter-mediation, An overview of Indian Financial System since 1951,

Unit-3: Financial Sector Reforms since liberalization 1990-91.

Block-II: Financial Markets & Capital Markets

Unit-4: Financial Markets: Money Market – functions, organization and instruments.

Unit-5: Role of central bank in money market.

Unit-6: Indian Money Market – an overview. Capital Markets –Introduction, role and functions.

Unit-7: Components of Capital market. Cash markets- Equity and Debt, Depository (NSDL, CDSL).

Unit-8: Primary and Secondary Markets –NSE, BSE, NIFTY, SENSEX. Role of Stock Exchanges in India. SEBI and Investor Protection.

Block-III: Financial Institutions I

Unit-9: Financial Institutions: Commercial banking – introduction, classification, its role in financing

Unit-10: Commercial and consumer, recent developments like MUDRA financing,

Unit-11: Problem of NPAs, Bankruptcy and insolvency Act, Financial Inclusion.

Block-IV: Financial Institutions II

Unit-12: Life and non-life insurance companies in India:

Unit-13: Public and private. Mutual Funds – Introduction and their role in capital market development.

Unit-14; Types of mutual fund schemes (open-ended vs close ended, Equity, Debt,

Unit-15: Hybrid schemes and ETFs. Non-banking financial companies (NBFCs).

Block-V: Financial Services Industry

Unit-16: Overview of financial services industry. Merchant Banking – pre and post issue management, underwriting. Regulatory framework relating to Merchant Banking in India.

Unit-17: Leasing and Hire Purchase, Consumer and Housing Finance, Venture Capital Finance, Factoring Services,

Unit-18: Credit Rating, Financial Advisory and Portfolio Management Services.

Books Recommended/Suggested Readings:

1. Bhole, L. M. & Mahakud, Jitendra – *Financial Institutions and Markets: Structure, Growth and Innovations*, 6th Edition, McGraw-Hill Education (Tata McGraw Hill), **2017**.
 2. Kumar, V., Gupta, K. & Kaur, M. – *Financial Markets, Institutions and Financial Services*, Latest Edition, Taxmann Publications, **2021**.
 3. Khan, M. Y. & Jain, P. K. – *Financial Services*, 7th Edition, McGraw-Hill Education (Tata McGraw Hill), **2014**.
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Course Name: Banking and Insurance

Course Code: MTMO- F 2304

Credits: 4

Course Objective: This course aims to develop a comprehensive understanding of banking and insurance systems, their structure, functions, and regulatory framework. It equips students with knowledge of financial products, risk management, and service operations. The course also focuses on developing analytical and decision-making skills required for managing banking and insurance services in a dynamic financial environment while ensuring customer satisfaction and regulatory compliance.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Explain the structure, functions, and role of banking and insurance institutions in the financial system.	Discuss
CO2 – Apply principles of banking operations and insurance services in real-life financial situations.	Apply
CO3 - Analyze various banking products, insurance policies, and associated risks for informed decision-making.	Analyze
CO4 - Evaluate the performance and regulatory framework of banking and insurance sectors in India.	Evaluate
CO5 - Design suitable financial solutions involving banking and insurance products to meet customer needs.	Create

BLOCK I: Introduction to Banking & Financial System

Unit 1: Evolution of Banking – Meaning, Functions and Importance of Banks; Structure of Indian Banking System

Unit 2: Types of Banks – Commercial Banks, Cooperative Banks, Regional Rural Banks, Development Banks

Unit 3: Banking Regulation – Role of RBI, Monetary Policy, Banking Regulation Act, Basel Norms

BLOCK II: Banking Operations & Services

Unit 4: Banker-Customer Relationship – Types of Customers, KYC Norms, Rights & Duties

Unit 5: Deposit Products – Savings, Current, Fixed and Recurring Deposits; Pricing and Innovations

Unit 6: Lending Operations – Principles of Lending, Types of Loans, Credit Appraisal Process

Unit 7: Digital Banking – Internet Banking, Mobile Banking, UPI, Payment Systems in India

BLOCK III: Risk Management & Banking Performance

Unit 8: Risk in Banking – Credit Risk, Market Risk, Operational Risk

Unit 9: Non-Performing Assets (NPAs) – Concepts, Causes, Recovery Mechanisms (SARFAESI Act, IBC)

Unit 10: Bank Performance – Financial Statements of Banks, CAMELS Framework

Unit 11: Recent Trends in Banking – FinTech, Neo Banks, Financial Inclusion, Green Banking

BLOCK IV: Fundamentals of Insurance

Unit 12: Introduction to Insurance – Meaning, Principles (Utmost Good Faith, Indemnity, Subrogation, etc.)

Unit 13: Types of Insurance – Life Insurance, General Insurance, Health Insurance

Unit 14: Insurance Contracts – Features, Elements, Policy Conditions, Premium Determination

BLOCK V: Insurance Operations & Regulation

Unit 15: Insurance Underwriting and Risk Assessment

Unit 16: Claims Management – Procedure, Settlement, Disputes

Unit 17: Insurance Regulation – Role of IRDAI, Regulatory Framework in India

Unit 18: Emerging Trends in Insurance – Insures, Micro insurance, Digital Insurance, Social Security Schemes

Books Recommended / Suggested Readings:

1. Kothari, C. R. – *Banking Theory, Law and Practice*, Latest Edition, McGraw Hill Education, 2018.
 2. Sundaram, K. P. M. & Varshney, P. N. – *Banking Theory, Law and Practice*, Latest Edition, Sultan Chand & Sons, 2019.
 3. Shekhar, K. C. & Shekhar, L. – *Banking Theory and Practice*, 21st Edition, Vikas Publishing House, 2019.
 4. Tandon, Deepak – *Management of Banks: Text and Cases*, Latest Edition, Taxmann Publications, 2020.
 5. Indian Institute of Banking & Finance (IIBF) – *Principles and Practices of Banking*, Latest Edition, Macmillan Education, 2019.
 6. Mishra, M. N. & Mishra, S. B. – *Insurance Principles and Practice*, 22nd Edition, S. Chand Publishing, 2018.
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Course Name: Tax Planning

Course Code: MTMO- F 2305

Credits: 4

Course Objective: This course aims to develop a comprehensive understanding of tax planning concepts, principles, and legal provisions under the Income Tax framework. It equips students with skills to analyze tax liabilities, apply tax-saving strategies, and ensure compliance with regulatory requirements. The course also focuses on ethical tax planning, financial decision-making, and optimizing tax efficiency for individuals and businesses in a dynamic economic environment.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Explain the basic concepts, objectives, and legal provisions of tax planning under the Income Tax framework.	Explain
CO2 - Apply provisions of income tax law to compute taxable income and tax liability for individuals and businesses.	Apply
CO3 - Analyze various tax-saving instruments, deductions, and exemptions to minimize tax burden.	Analyze
CO4 - Evaluate different tax planning strategies for effective financial decision-making and compliance.	Evaluate
CO5 - Design appropriate tax plans for individuals and organizations ensuring legality and optimal tax efficiency.	Create

BLOCK I: Introduction to Taxation & Tax Planning

Unit 1: Concept of Tax – Meaning, Objectives, Types of Taxes (Direct & Indirect), Canons of Taxation

Unit 2: Tax Planning – Meaning, Objectives, Scope; Tax Evasion vs Tax Avoidance vs Tax Planning

Unit 3: Basic Concepts under Income Tax – Assessee, Previous Year, Assessment Year, Residential Status

BLOCK II: Computation of Taxable Income

Unit 4: Income from Salaries – Components, Allowances, Perquisites, Deductions

Unit 5: Income from House Property – Annual Value, Deductions, Tax Planning Aspects

Unit 6: Profits and Gains of Business or Profession – Allowable Expenses, Depreciation, Tax Planning

Unit 7: Capital Gains – Types, Computation, Exemptions and Tax Planning Strategies

BLOCK III: Deductions, Exemptions & Tax Liability

Unit 8: Income from Other Sources – Inclusions, Deductions, Practical Aspects

Unit 9: Clubbing of Income & Set-off and Carry Forward of Losses

Unit 10: Deductions under Chapter VI-A (80C to 80U) – Tax Saving Instruments

Unit 11: Computation of Total Income & Tax Liability (Individuals & Firms)

BLOCK IV: Advanced Tax Planning & Corporate Taxation

Unit 12: Tax Planning for Individuals – Salary Structuring, Investments, Retirement Planning

Unit 13: Tax Planning for Business – Firms, Companies, LLPs

Unit 14: Minimum Alternate Tax (MAT), Alternate Minimum Tax (AMT)

Unit 15: Tax Planning in Special Situations – Capital Gains Planning, Amalgamation, Demerger

BLOCK V: Tax Management, Compliance & Emerging Issues

Unit 16: Tax Administration – Filing of Returns, Assessment Procedures, Advance Tax, TDS/TCS

Unit 17: Goods and Services Tax (GST) – Concept, Structure, Input Tax Credit, GST Planning

Unit 18: Recent Developments in Taxation – Faceless Assessment, Digital Taxation, Tax Reforms in India

Books Recommended / Suggested Readings:

1. Singhanian, Vinod K. & Singhanian, Monica – *Corporate Tax Planning and Business Tax Procedures*, Latest Edition, Taxmann Publications, **2023**.
2. Mehrotra, H. C. & Goyal, S. P. – *Corporate Tax Planning and Management*, Latest Edition, Sahitya Bhawan Publications, **2022**.
3. Ahuja, Girish & Gupta, Ravi – *Systematic Approach to Income Tax*, Latest Edition, Bharat Law House, **2023**.
4. Dholakia, Chunauti H. – *Tax Planning: Practical Aspects*, Latest Edition, Bharat Law House, **2021**.
5. Jain, R. K. & Thakur, Sanjeev – *Income Tax Planning and Management*, Latest Edition, SBPD Publications, **2022**.

Course Name: Financial Statement Analysis

Course Code: MTMO- F 2306

Credits: 4

Course Objective: This course aims to develop the ability to interpret and analyze financial statements for effective decision-making. It equips students with tools and techniques such as ratio analysis, cash flow analysis, and trend analysis to evaluate financial performance and position. The course also focuses on enhancing analytical skills to assess profitability, liquidity, and solvency, supporting strategic planning and investment decisions.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1 - Explain the components, structure, and objectives of financial statements for analysis purposes.	Explain
CO2 - Apply various analytical tools such as ratio analysis, common-size statements, and cash flow analysis.	Apply
CO3 - Analyze financial statements to assess profitability, liquidity, solvency, and efficiency of a firm.	Analyze
CO4 - Evaluate financial performance and make comparisons across firms and periods for decision-making.	Evaluate
CO5 - Design comprehensive financial analysis reports to support managerial and investment decisions.	Create

BLOCK I: Introduction to Financial Statements

Unit 1: Introduction to Financial Statement Analysis – Objectives, Scope, Users and Limitations

Unit 2: Overview of Financial Statements – Balance Sheet, Income Statement, Cash Flow Statement

Unit 3: Accounting Concepts & Standards – GAAP, IFRS, Indian Accounting Standards (Ind AS)

BLOCK II: Tools and Techniques of Analysis

Unit 4: Comparative Financial Statements – Meaning, Preparation and Interpretation

Unit 5: Common Size Statements – Concept, Preparation and Uses

Unit 6: Trend Analysis – Meaning, Methods and Interpretation

Unit 7: Funds Flow Analysis – Concept, Preparation and Analysis

BLOCK III: Ratio Analysis

Unit 8: Introduction to Ratio Analysis – Meaning, Classification and Importance

Unit 9: Liquidity Ratios – Current Ratio, Quick Ratio, Cash Ratio

Unit 10: Profitability Ratios – Gross Profit, Net Profit, ROI, ROE

Unit 11: Leverage & Activity Ratios – Debt-Equity, Interest Coverage, Inventory & Turnover Ratios

BLOCK IV: Advanced Financial Analysis

Unit 12: Cash Flow Analysis – Preparation and Interpretation (AS-3)

Unit 13: Earnings Management and Quality of Earnings

Unit 14: Financial Distress Analysis – Bankruptcy Prediction Models (Altman Z-Score)

Unit 15: Valuation Basics – Introduction to Financial Statement-based Valuation (DCF, Multiples)

BLOCK V: Interpretation, Reporting & Emerging Issues

Unit 16: Analysis for Decision Making – Investment, Credit and Managerial Decisions

Unit 17: Preparation of Financial Analysis Reports – Structure and Presentation

Unit 18: Contemporary Issues – ESG Reporting, Integrated Reporting, Digital Financial Analysis Tools

Books Recommended / Suggested Readings:

1. Subramanyam, K. R. – *Financial Statement Analysis*, 12th Edition, McGraw-Hill Education, 2022.
 2. White, Gerald I., Sondhi, Ashwinpaul C. & Fried, Dov – *The Analysis and Use of Financial Statements*, 3rd Edition, Wiley India, 2003 (Reprint editions available).
 3. Palepu, Krishna G., Healy, Paul M. & Peek, Erik – *Business Analysis and Valuation: Using Financial Statements*, 5th Edition, Cengage Learning, 2019.
 4. Penman, Stephen H. – *Financial Statement Analysis and Security Valuation*, 5th Edition, McGraw-Hill Education, 2012.
 5. Bernstein, Leopold A. & Wild, John J. – *Analysis of Financial Statements*, Latest Edition, McGraw-Hill Education, 2000 (Reprint editions available).
 6. Stickney, Clyde P., Brown, Paul R. & Wahlen, James M. – *Financial Reporting and Statement Analysis*, 8th Edition, Cengage Learning, 2010.
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Semester-IV

Course Name: Business Ethics and Corporate Governance

Course Code: MTMO- 2401

Credits: 4

Course Objective: The purpose of this course is to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship.

Course Outcome: At the end of the course, student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate various concepts of Ethics, morals and values to Students.	Discuss
2	Enumerate basic understanding of various ethical theories and approaches	Explain
3	Identify impact of corporate governance on Business	Apply
4	Examine role of various board committees, their composition and responsibilities.	Analyze
5	Visualize various ethical issues such as conflicts of interest and insider trading	Analyze

Block I: Introduction

Unit 1: Introduction to Ethics, Morals & Values,

Unit 2: Ethical Theories and Approaches– Teleological, Deontological,

Unit 3: Virtue and system development theories;

Unit-4: Conflict between moral demands, interest, and Ethics in work.

Block II: Ethics in Business

Unit 5: Ethical Aspects in Marketing, Finance, HRM; Global Business Ethics.

Unit 6: Meaning of corporate philanthropy, CSR-an overlapping concept, corporate sustainability reporting,

Unit 7: CSR through triple bottom line, CSR and business ethics,

Unit-8: CSR and corporate governance, environmental aspect of CSR, CSR models; drivers of CSR, global reporting initiatives.

Block III: Corporate Governance

Unit 9; Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders;

Unit 10: Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control;

Unit-11: Theories and development of corporate governance; Models: Types and basis of adoption;

Unit 12: Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

Block IV: Role Players

Unit 13: Role of Board of Directors; Role of board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director;

Unit 14: Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors’ training and competence, board diversity, board evaluation;

Unit 15: Boards oversight of CEO, Auditors, SEBI and Government; SEBI guidelines and clause 49; Growth of Corporate Governance in India.

Block V: Business Ethics and Corporate Governance

Unit 16: Introduction, Importance and need for Business Ethics in Indian Context,

Unit 17: Roots of unethical behaviour and issues,

Unit 18: Corporate governance ethics.

References:

1. **Corporate Governance: Principles, Policies and Practices** (Latest ed.). (2017). Fernando, A. C. New Delhi: Pearson Education India. ISBN: 9788132103923
 2. **Business Ethics** (Latest ed.). (2018). Murthy, C. S. V. New Delhi: Himalaya Publishing House. ISBN: 9789382237760
 3. **Business Ethics: Concepts and Cases** (10th ed.). (2017). Velasquez, M. G. New Delhi: Pearson Education/PHI Learning. ISBN: 9780133886806
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Course Name: Global Business Management

Course Code: MTMO- 2402

Credits: 4

Course Objective: To expose students to various perspectives and concepts in the field of Global Business Management.

Course Outcome: At the end of the course, student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Elaborate characteristics and components of Global business Management	Explain
2	Enumerate internationalization process and managerial implications of internationalization.	Explain
3	Assess economic, political, cultural, legal, technological and competitive environments and its influence on international markets.	Apply
4	Identify various concepts and theories of Foreign Direct Investment.	Analyze
5	Acquire knowledge of multilateral trade agreements and use it in decision-making.	Analyze

Block I: Globalization and International Management

Unit 1: Introduction to Global Business, Concept of globalization and international Management,

Unit 2: Reasons for going International, Stages in the Internationalization of Business,

Unit 3: Global Challenges; Global Business Theories.

Block II: International Marketing Environment and

Marketing Strategy: Unit 4: An overview of International

Business Environment:

Unit 5: Economic Environment; Political environment; Legal environment;

Unit 6: Demographic Environment; Socio-Cultural Environment in Global perspective

Unit 7: International Marketing & Intelligence system.

Block III: Foreign Direct Investment-Theory and Application:

Unit 8: Nature of FDI, Forms of FDI, Modes of FDI Entry, Theories of FDI,

Unit 9: FDI Theories for Emerging Market Firms,

Unit 10: Effects of Foreign Direct Investment,

Unit-11: Foreign Investment in India, Outbound Indian FDI.

Block IV: Regional Economic Integration:

Unit 12: Levels of Economic Integration: Free Trade Area;

Unit 13: The Customs Union; the Common Market;

Unit-14: The Economic Union;

Unit 15: The Political Union; Effects of Integration; Regional Trading Agreements.

Block V: Trade and Investment Regulations:

Unit 16: Basic principles of Multilateral Trade Negotiations;

Unit 17: General Agreement on Tariffs and Trade; GATT; WTO; TRIPS; TRIPS; GATS; GATT

Unit 18: WTO-Differences; WTO and India.

References:

1. **Export-Import Management** Paul, J., & Aserkar, R. (2020). New Delhi: Oxford University Press. ISBN: 9780199458680
 2. **International Marketing** Joshi, R. M. (2017). New Delhi: Oxford University Press. ISBN: 9780199452855
 3. **International Business: Concept, Environment & Strategy** Varma, S. (2021). New Delhi: Ane Books Pvt. Ltd. ISBN: 9789387741394
 4. **International Business: Concept, Environment, and Strategy** Sharan, V. (2018). New Delhi: Pearson Education. ISBN: 9789332587764
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Course Name: Corporate Financial Restructuring

Course Code: MTMO-F 2401

Credits: 4

Objectives: This course aims to develop a comprehensive understanding of corporate financial restructuring and its role in improving firm performance and value. It equips students with knowledge of restructuring strategies such as mergers, acquisitions, divestitures, and turnaround management. The course focuses on financial analysis, decision-making, and legal aspects, enabling students to design and implement effective restructuring plans in dynamic business environments.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Explain the concepts, objectives, and forms of corporate financial restructuring.	Explain
CO2 – Apply restructuring techniques such as mergers, acquisitions, divestitures, and turnaround strategies.	Apply
CO3 - Analyze financial statements and business conditions to identify the need for restructuring.	Analyze
CO4 - Evaluate restructuring alternatives and their impact on firm value and stakeholders.	Evaluate
CO5 - Design effective financial restructuring plans to enhance organizational performance and sustainability.	Create

Block – I Introduction to Corporate Finance & Restructuring

Unit: 1 Overview of Corporate Finance & Restructuring Financial Strategy and Planning,

Unit: 2 Risk Evaluation and Capital Budgeting, Dividend and Retention Policies,

Unit-3: Designing Capital Structure

Unit: 4 Introduction to corporate restructuring, different forms,

Unit-5: motives & applications of corporate restructuring,

Block – II Mergers and Acquisitions

Unit: 6 Dimensions of Mergers and Acquisitions Mergers & acquisitions concept,

Unit-7: Types and process, Accounting for Mergers & Demergers,

Unit: 8 Regulatory frame work of mergers and acquisitions.

Unit: 9 Cross-Border Mergers & Acquisitions.

Block – III Valuation

Unit: 10 Valuation Aspects of Corporate Restructuring Methods of payment for M & A and Calculations of exchange ratio,

Unit: 11 Fundamental and methods of business valuation,

Unit: 12 Calculations of financial synergy and return,

Block – IV Approaches of valuation

Unit: 13 Different approaches of valuation

Unit: 14 Comparable Company & transaction analysis method,

Unit: 15 DCF, Real Option method, Formula approach for valuation and other important Methods of valuation

Block – V Dimensions of Corporate Restructuring Financial Restructuring

Unit: 16 Dimensions of Corporate Restructuring Financial Restructuring & Divestiture,

Unit: 17 Funding Options for M&A. Strategic Alliances & Joint Ventures,

Unit: 18 Employee Stock Ownership, Going Private & Leveraged Buyouts

Books Recommended/Suggested Readings:

1. Das, Bhagaban & Raskhit, Debdas – *Corporate Restructuring*, Latest Edition, Himalaya Publishing House, **2018**.
2. Khan, M. Y. & Jain, P. K. – *Financial Management: Text, Problems and Cases*, 8th Edition, McGraw-Hill Education (Tata McGraw Hill), **2018**.
3. Kumar, B. Rajesh – *Mergers and Acquisitions: Text and Cases*, 2nd Edition, McGraw-Hill Education (Tata McGraw Hill), **2015**.
4. Aurora, Shetty & Kale – *Mergers and Acquisitions*, Latest Edition, Oxford University Press, **2017**.

Course Name: Strategic Corporate Finance

Course Code: MTMO-F 2402

Credits: 4

Objectives: This course aims to develop a strategic understanding of corporate finance decisions in a dynamic business environment. It equips students with advanced tools for investment, financing, valuation, and risk management aligned with corporate strategy. The course focuses on enhancing analytical and decision-making skills to maximize firm value, support long-term growth, and effectively respond to financial challenges and opportunities.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive Level
CO1 - Explain the concepts, scope, and strategic role of corporate finance in business decision-making.	Explain
CO2 – Apply advanced financial tools and techniques to support strategic investment and financing decisions.	Apply
CO3 - Analyze corporate financial strategies, capital structure decisions, and market conditions.	Analyze
CO4 - Evaluate strategic financial alternatives to enhance firm value and competitive advantage.	Evaluate
CO5 - Design integrated financial strategies aligned with corporate objectives and long-term growth.	Create

Block – I Introduction to Strategic Corporate Finance:

Unit: 1 Introduction to Strategic Corporate Finance: Strategy Vs Planning, significance of strategy in financial decisions,

Unit: 2 Strategic Cost Management: Traditional costing Vs Strategic

Unit-3: Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance

Unit: 4 Alternative sources of financing – Difference between traditional & alternative sources of finance, different types of alternative sources of financing.

Block – II Management Buy-outs and Management Buy-ins

Unit: 5 Management Buy-outs: Establishing feasibility of the buy-out,

Unit-6: Negotiating the main terms of the transaction with the vendor including price and structure,

Unit:7 Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders.

Unit: 8 Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buyouts/buy-ins.

Block – III Restructuring of Firms

Unit: 9 Financial Distress and Restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions (models) of bankruptcy,

Unit: 10 Reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore subsidiary, planned exit, forceful retirement and other disposals.

Unit: 11 Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities,

Block – IV Potential purchasers

Unit: 12 Identification of potential purchasers, approaching the potential purchaser

Unit: 13 Negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Unit: 14 Fundraising: identification of different sources of development capital, determination of capital structure

Unit-15: factors affecting the capital structure, cost of capital and cost saving strategy,

Block – V Business Valuation

Unit: 16 Company Valuation: an overview of valuation, valuation principles, methods, approaches and practices, Value enhancement tools & techniques

Unit: 17 Valuing Real Assets in the Presence of Risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy, Real options.

Unit: 18 Other Strategic Issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management,

Books Recommended/Suggested Readings:

1. Damodaran, Aswath – *Corporate Finance: Theory and Practice*, 2nd Edition, John Wiley & Sons, **2001 (Reprint editions available)**.
2. Jakhotia, G. P. – *Strategic Financial Management*, Latest Edition, Vikas Publishing House, **2017**.

Course Name: Management of Working Capital
Course Code: MTMO-F 2403

Credits: 4

Objectives: This course aims to develop a comprehensive understanding of working capital management and its role in maintaining liquidity and operational efficiency. It equips students with knowledge of managing cash, receivables, inventory, and short-term financing. The course focuses on analytical and decision-making skills to optimize working capital, minimize costs, and ensure smooth business operations in dynamic and competitive environments.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the concepts, components, and importance of working capital management in business operations.	Explain
CO2: Apply techniques for managing cash, receivables, inventory, and short-term financing.	Apply
CO3: Analyze working capital requirements and operating cycles to ensure liquidity and efficiency.	Analyze
CO4: Evaluate alternative working capital policies and financing options for cost-effectiveness.	Evaluate
CO5: Design optimal working capital strategies to enhance liquidity, profitability, and operational performance.	Create

Block – I Introduction to Working Capital

Unit: 1 Concepts of Working Capital, Components of Current Assets,

Unit-2: Permanent and Variable Working Capital

Unit: 3 Determinants of Working Capital, Estimating Working Capital Needs,

Unit: 4 Currents Assets Financing Policy, Operating and Cash Conversion Cycle. Case Study

Block – II Cash Management

Unit: 5 Facets of Cash Management, Motives for Holding Cash,

Unit-6: Factors Determining Cash Needs,

Unit: 7 Cash Budgeting, long – term Cash Forecasting,

Unit: 8 Managing Cash Collections and Disbursements, Optimal Cash Balance, Investment of Surplus Cash.

Block – III Receivables Management

Unit: 9 Objectives, Credit Policy: Nature and Goals,

Unit: 10 Optimum Credit Policy, Credit Policy Variables, Credit Evaluation,

Unit: 11 Credit Granting Decisions, Collection Policy, Factoring.

Block – IV Inventory Management

Unit: 10 Nature of Inventories, Need to Hold Inventories,

Unit-12: Objectives of Inventory Management,

Unit: 13 Inventory Management Techniques,

Unit: 14 Analysis of Investment in Inventory, Inventory Control Systems.

Block – V Working Capital Finance

Unit: 15 Accruals, Trade Credit and other current liabilities,

Unit-16: Working Capital Advance by Commercial Banks,

Unit: 17: Regulation of Bank Finance, Public Deposits, Inter-corporate Deposits,

Unit: 18 Short-term Loans from Financial Institutions, Commercial Paper.

Books Recommended/Suggested Readings:

1. Bhalla, V. K. – *Working Capital Management: Text and Cases*, Latest Edition, Anmol Publications, New Delhi, **2014**.
 2. Khan, M. Y. & Jain, P. K. – *Financial Management: Text, Problems and Cases*, 8th Edition, McGraw-Hill Education (Tata McGraw Hill), New Delhi, **2018**.
 3. Bhattacharya, Hrishikesh – *Working Capital Management: Strategies and Techniques*, 2nd Edition, PHI Learning (earlier Prentice Hall of India), New Delhi, 2013.
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Course Name: Derivatives & Risk Management
Course Code: MTMO-F 2404

Credits: 4

Objectives: This course aims to develop a comprehensive understanding of derivatives and risk management techniques in financial markets. It equips students with knowledge of instruments such as futures, options, and swaps, and their pricing and applications. The course focuses on identifying, measuring, and managing financial risks, enabling informed decision-making and effective hedging strategies in dynamic and volatile market conditions.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the concepts, types, and functions of derivative instruments and their role in financial markets.	Explain
CO2: Apply pricing models and techniques to value derivatives such as futures, options, and swaps.	Demonstrate
CO3: Analyze different types of financial risks and the use of derivatives in risk mitigation strategies.	Understand
CO4: Evaluate hedging, speculation, and arbitrage strategies using derivative instruments.	Understand
CO5: Design effective risk management strategies using derivatives in real-world financial scenarios.	Apply

BLOCK I: Introduction to Derivatives & Financial Markets

Unit 1: Introduction to Derivatives – Meaning, Features, Types and Functions

Unit 2: Structure of Derivatives Markets – Participants, Exchanges, OTC Markets

Unit 3: Types of Risks – Market Risk, Credit Risk, Interest Rate Risk, Currency Risk

BLOCK II: Forwards, Futures & Hedging

Unit 4: Forward Contracts – Features, Pricing and Applications

Unit 5: Futures Contracts – Features, Margin System, Mark-to-Market

Unit 6: Pricing of Futures – Cost of Carry Model

Unit 7: Hedging Strategies using Futures – Long Hedge, Short Hedge, Cross Hedging

BLOCK III: Options and Strategies

Unit 8: Options – Types, Payoff Profiles, Intrinsic and Time Value

Unit 9: Option Pricing – Black-Scholes Model, Binomial Model (Basic Concepts)

Unit 10: Option Trading Strategies – Spreads, Straddles, Strangles

Unit 11: Greeks in Options – Delta, Gamma, Theta, Vega (Conceptual Understanding)

BLOCK IV: Swaps & Advanced Risk Management

Unit 12: Swaps – Interest Rate Swaps, Currency Swaps, Mechanism and Applications

Unit 13: Credit Derivatives – Credit Default Swaps (CDS) and Risk Transfer

Unit 14: Value at Risk (VaR) – Concept, Methods and Applications

Unit 15: Risk Management Framework – Identification, Measurement and Control of Risk

BLOCK V: Regulation, Applications & Emerging Trends

Unit 16: Regulation of Derivatives Markets – SEBI Guidelines, Clearing and Settlement

Unit 17: Use of Derivatives in Corporate Risk Management – Case Studies

Unit 18: Recent Trends – Financial Engineering, Algorithmic Trading, FinTech in Derivatives

Books Recommended / Suggested Readings:

1. Hull, John C. – *Options, Futures and Other Derivatives*, 10th Edition, Pearson Education, 2018.
2. Chance, Don M. & Brooks, Robert – *An Introduction to Derivatives and Risk Management*, 10th Edition, Cengage Learning, 2015.
3. Varma, Jayanth R. – *Derivatives and Risk Management*, Latest Edition, McGraw-Hill Education (India), 2011.
4. Redhead, Keith – *Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps*, Latest Edition, Prentice Hall, 2003.
5. Kolb, Robert W. & Overdahl, James A. – *Futures, Options and Swaps*, 6th Edition, Wiley India, 2010.
6. SEBI – *Handbook on Derivatives Market in India*, Latest Edition, Securities and Exchange Board of India, Latest available (e.g., 2023 update/reference material).

Course Name: Corporate Valuation and Merger

Course Code: MTMO-F 2405

Credits: 4

Objectives: This course aims to develop a comprehensive understanding of corporate valuation techniques and merger and acquisition strategies. It equips students with tools such as discounted cash flow, relative valuation, and synergy analysis to assess firm value. The course focuses on strategic decision-making, deal structuring, and financial evaluation, enabling students to analyse and execute mergers, acquisitions, and corporate restructuring effectively.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the concepts, methods, and significance of corporate valuation and mergers and acquisitions.	Explain
CO2: Apply valuation techniques such as DCF, comparable multiples, and asset-based methods.	Apply
CO3: Analyze financial statements and synergy effects to assess the feasibility of mergers and acquisitions.	Analyze
CO4: Evaluate different merger, acquisition, and restructuring strategies for strategic decision-making.	Evaluate
CO5: Design valuation models and M&A deal structures for real-world corporate scenarios.	Create

BLOCK I: Fundamentals of Corporate Valuation

Unit 1: Introduction to Valuation – Meaning, Objectives, Approaches to Valuation

Unit 2: Financial Statement Analysis for Valuation – Income Statement, Balance Sheet, Cash Flow

Unit 3: Time Value of Money & Cost of Capital – WACC, CAPM Basics

BLOCK II: Valuation Techniques

Unit 4: Discounted Cash Flow (DCF) Valuation – Free Cash Flow to Firm (FCFF) & Equity (FCFE)

Unit 5: Relative Valuation – Price Multiples (P/E, EV/EBITDA, P/B Ratio)

Unit 6: Asset-Based Valuation – Book Value, Liquidation Value, and Replacement Cost

Unit 7: Valuation of Startups and Intangible Assets

BLOCK III: Mergers and Acquisitions (M&A)

Unit 8: Introduction to M&A – Types, Motives, Theories of Mergers

Unit 9: M&A Process – Deal Origination, Due Diligence, Negotiation

Unit 10: Valuation in M&A – Synergy Valuation, Exchange Ratio

Unit 11: Forms of Corporate Restructuring – Mergers, Acquisitions, Demergers, Takeovers

BLOCK IV: Financial & Legal Aspects of M&A

Unit 12: Financing of Mergers – Cash, Stock, Leveraged Buyouts (LBOs)

Unit 13: Accounting for M&A – Purchase Method, Pooling of Interest Method

Unit 14: Legal and Regulatory Framework – SEBI Guidelines, Companies Act, Competition Act

Unit 15: Post-Merger Integration – Synergies, Cultural Integration, Performance Evaluation

BLOCK V: Advanced Topics & Case Analysis

Unit 16: Cross-Border Mergers and Acquisitions

Unit 17: Corporate Valuation in Practice – Case Studies (Indian & Global Companies)

Unit 18: Recent Trends – Private Equity, Venture Capital, Startup Acquisitions

Books Recommended / Suggested Readings:

1. Damodaran, Aswath – *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, 3rd Edition, Wiley India, 2012.
2. Damodaran, Aswath – *The Dark Side of Valuation*, 2nd Edition, Pearson Education, 2018.
3. Koller, Tim, Goedhart, Marc & Wessels, David – *Valuation: Measuring and Managing the Value of Companies*, 7th Edition, Wiley, 2020.
4. Brealey, Richard A., Myers, Stewart C. & Allen, Franklin – *Principles of Corporate Finance*, 13th Edition, McGraw-Hill Education, 2019.
5. Brigham, Eugene F. & Ehrhardt, Michael C. – *Financial Management: Theory and Practice*, 16th Edition, Cengage Learning, 2020.
6. Sudarsanam, Sudi – *Creating Value from Mergers and Acquisitions*, 2nd Edition, Pearson Education, 2010.

Course Name: Personal Finance and Wealth Management

Course Code: MTMO-F 2406

Credits: 4

Objectives: This course aims to develop a comprehensive understanding of personal financial planning and wealth management strategies. It equips students with knowledge of budgeting, saving, investment options, taxation, insurance, and retirement planning. The course focuses on enhancing decision-making skills to manage personal finances effectively, build and preserve wealth, and achieve long-term financial goals in a dynamic economic environment.

Course Outcomes: After completing the course, the student shall be able to:

Course Outcome	Cognitive level
CO1: Explain the concepts and importance of personal finance, financial planning, and wealth management.	Explain
CO2: Apply budgeting, saving, and investment principles to manage personal financial resources effectively.	Apply
CO3: Analyze various financial products such as mutual funds, insurance, and retirement plans for suitability.	Analyze
CO4: Evaluate financial strategies related to tax planning, risk management, and wealth creation.	Evaluate
CO5: Design comprehensive personal financial plans to achieve long-term financial goals and wealth maximization.	Create

BLOCK I: Fundamentals of Personal Finance

Unit 1: Introduction to Personal Finance – Meaning, Importance, Financial Life Cycle

Unit 2: Financial Planning Process – Goal Setting, Time Value of Money, Risk Profiling

Unit 3: Income and Expenditure Management – Budgeting, Savings and Cash Flow Management

BLOCK II: Investment Planning

Unit 4: Investment Basics – Risk and Return, Inflation, Compounding

Unit 5: Investment Avenues – Equity, Debt, Mutual Funds, Gold, Real Estate

Unit 6: Portfolio Management – Diversification, Asset Allocation Strategies

Unit 7: Behavioural Aspects of Investment Decisions

BLOCK III: Risk Management and Insurance Planning

Unit 8: Risk Management – Types of Personal Financial Risks

Unit 9: Insurance Planning – Life Insurance Products and Strategies

Unit 10: General Insurance – Health, Motor, Property Insurance

Unit 11: Retirement Planning – Pension Plans, Annuities, EPF, NPS

BLOCK IV: Tax and Wealth Management

Unit 12: Tax Planning for Individuals – Income Tax Basics, Deductions, Tax Saving Instruments

Unit 13: Wealth Management – Concepts, Wealth Creation and Preservation

Unit 14: Estate Planning – Wills, Trusts, Succession Planning

Unit 15: Financial Advisory Services – Role of Financial Planner, Ethics

BLOCK V: Practical Applications and Emerging Trends

Unit 16: Personal Financial Planning Process – Case Studies and Applications

Unit 17: Use of Technology – FinTech, Robo-Advisory, Digital Investment Platforms

Unit 18: Recent Trends – Financial Inclusion, Sustainable Investing, ESG Investing

Books Recommended / Suggested Readings:

1. Kapoor, Jack R., Dlabay, Les R. & Hughes, Robert J. – *Personal Finance*, 13th Edition, McGraw-Hill Education, 2021.
2. Madura, Jeff – *Personal Finance*, 6th Edition, Pearson Education, 2020.
3. Keown, Arthur J. – *Personal Finance: Turning Money into Wealth*, 8th Edition, Pearson Education, 2019.
4. Gitman, Lawrence J., Joehnk, Michael D. & Billingsley, Randall S. – *Personal Financial Planning*, 14th Edition, Cengage Learning, 2017.
5. Dalton, Michael A. & Dalton, Joseph M. – *Personal Financial Planning Theory and Practice*, Latest Edition, Money Education, 2015.
6. Evensky, Harold, Horan, Stephen M. & Robinson, Thomas R. – *The New Wealth Management*, 2nd Edition, Wiley, 2011.
7. Pompian, Michael M. – *Behavioral Finance and Wealth Management*, 2nd Edition, Wiley, 2012.
8. Chandra, Prasanna – *Investment Analysis and Portfolio Management*, 5th Edition, McGraw-Hill Education, 2021.
9. SEBI – *Investor Education and Financial Literacy Material*, Securities and Exchange Board of India, Latest available (e.g., 2023–24).

Course Name: Dissertation

Course Code: MTMO-2491

Credits: 4

Course Objective: The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply research methods to formulate a clear problem statement and research objectives	Apply
2	Demonstrate data collection, analysis, and interpretation using appropriate tools and software.	Apply
3	Analyze data to identify trends, patterns, and relationships relevant to the research problem.	Analyze
4	Evaluate research findings in the context of business theory and practice	Evaluate
5	Design and execute a comprehensive research study addressing a business problem.	Create

Block I: Foundations of Research

Unit 1: Introduction to Research, Meaning, nature, and scope of research, Types of research (basic, applied, exploratory, descriptive, etc.), Importance of research in academics and industry

Unit 2: Research Process and Problem Identification, Steps in the research process
Sources of research problems, Identification and formulation of research problems
Characteristics of a good research problem, Scientific research: features and steps

Block II: Research Design and Methods

Unit 3: Research Design, Meaning and need for research design, Features of a good research design, Key concepts in research design,

Unit 4: Research Methods and Techniques, Traditional methods: historical, institutional, legal, Modern methods

Block III: Data Collection and Organization

Unit 5: Data Collection Methods, Types of data: primary, secondary, tertiary, Tools and techniques of data collection, Population and sampling techniques

Unit 6: Data Processing and Organization, Data editing, coding, and classification, Data tabulation and presentation, Use of tools like Excel and SPSS for data management

Block IV: Data Analysis and Interpretation

Unit 7: Statistical Analysis Techniques, Measures of central tendency and variability, Correlation analysis, Hypothesis testing, t-test and chi-square test

Unit 8: Advanced Data Analysis and Interpretation, ANOVA (Analysis of Variance), Interpretation of statistical results, Drawing conclusions and implications

Block V: Report Writing and Presentation

Unit 9: Research Report and Thesis Writing, Types and significance of research reports, Structure of a research report/thesis, Steps in report preparation, Referencing styles and formatting, Use of tables, charts, and illustrations

Unit 10: Presentation and Evaluation of Research, Presentation skills for research Use of visual aids and PowerPoint, Guidelines for effective presentation, Criteria for evaluation of research reports

Reference:

1. Flick, Uwe (2020). *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project*
2. Kothari, C. R. (2004). *Research Methodology: Methods and Techniques (latest widely used edition; reprints available)*
3. Creswell, John W. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.)*
4. Booth, Wayne C., Colomb, Gregory G., & Williams, Joseph M. (2016). *The Craft of Research (4th ed.)*
5. Paneerselvam, R. (2014). *Research Methodology*
6. Kumar, Ranjit (2019). *Research Methodology: A Step-by-Step Guide for Beginners (5th ed.)*
7. Yin, Robert K. (2018). *Case Study Research and Applications: Design and Methods (6th ed.)*

Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for OL mode. The course material prepared by the CDOE faculty is at par with the regulations 2020. Name of Faculty associated with MBA programme is as follows:-

Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
Dr. Meenakshi Kumari	Associate Professor	Full-Time	Ph.D.	Management

Delivery Mechanism

The OL of UMU follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in OL of UMU is different from that of the conventional/regular programs. Our OL system is more learner-oriented and the learner is an active participant in the teaching-learning process. OL of UMU academic delivery system comprises:

A. Print Material

The printed material of the programme supplied to the students will be unit wise for every course.

B. Counselling Sessions

There will be 6 counselling/ contact classes in face to face mode of two hours each for a course of 4 credits. The counselling sessions / face-to-face contact classes will be held on the campus of the University on Saturdays and Sundays.

C. Medium of Instruction

Medium of Course Instruction: English

Medium of Examination: English

Student Support Systems

Universities study Centers or Learner Support Centre shall be headed by a coordinator, not below the rank of Assistant professor and shall be augmented with academic and non-academic staff depending on the learner.

The university has made appropriate arrangements for various support services including counselling schedule and resource-oriented-services evaluation methods and dates both on and offline modes for easy and smooth services to the students through distance mode.

At present, the university has only one study center in the campus. The institution is not promoting any study centers outside the campus. All student support services will be provided to the student through a single window method/mode onsite and online.

F. Procedure for Admissions, Curriculum, Transaction and Evaluation Admission Process

Admission to the MBA programme will be done based on screening of candidate's

eligibility on first come first serve basis. Admission shall not be a right to the students and UMU, CDOE shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

Maximum Duration

The maximum duration of the M.B.A. Programme is four years. Thereafter, students seeking completion of the leftover course(s) will be required to seek fresh admission. The student can complete his programme within a period of 4 years failing which he/she shall seek fresh admission to complete the programme.

Eligibility

A candidate should be a graduate in any discipline of course (10+2+3)/(10+2+4)/(10+3+3) with minimum 50% marks.

Programme Fee Structure

Name of the Program	Degree	Duration	Year	Tuition Fee/Year	Exam Fee/Year	Total (in Rs.)
Master of Business Administration	PG	2 to 4 Years	1	60000	4000	64000
			2	60000	4000	64000
Total						128000

Activity Schedule

S.NO.	Name of the Activity	Tentative months schedule(specify months)during year			
		From(Month)	To (Month)	From(Month)	To (Month)
1	Admission	Jul	Sep	Jan	Mar
2	Assignment submission(if any)	Sep	Oct	Mar	Apr
3	Evaluation of Assignment	Oct	Nov	Apr	May
4	Examination	Dec	Dec	Jun	Jun
5	Declaration of Result	Jan	Jan	Jul	Jul
6	Re-registration	Jul	Jul	Jan	Jan
7	Distribution of SLM	Jul	Sep	Jan	Mar
8	Contact Programmes (counselling, Practicals.etc.)	Sep	Nov	Mar	May

Credit System

UMU, CDOE proposes to follow the 'Credit System' for most of its programs. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 8 credit course requires 240 hours, 6 credit course requires 180 hours, 5 credit course requires 150 hours, 4 credit course requires 120 hours and 2 credit course requires 60 hours of study. This helps the student to understand the academic effort to complete a course. Completion of an academic programme requires successful clearing of both, the assignments and the term-end examination of each

course in a programme.

Duration of the Programme	Credits	Name of the Programme	Level of the Programme
2 Yrs.	84	M.B.A.	Master Degree

Assignments

Distance Education learners have to depend much on self-study. In order to ascertain the writing skill and level of comprehension of the learner, assignment work is compulsory for all learners. Each assignment shall consist of a number of questions, case studies and practical related tasks. The

Assignment Question Papers will be uploaded to the website within a scheduled time and the learners shall be required to respond them within a specified period. The response of the learner is examined by a faculty member.

Evaluation: The evaluation system of the programme is based on two components:

Continuous Evaluation in the form of assignments (weightage 30%): This Component carries a weightage of 30%. There will be at least one graded assignment and test per course. These assignments are to be submitted to the Coordinator of the CDOE/Study Centre to which the student is assigned or attached with.

Term-end examination (weightage 70%): This will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination only after she/he has registered for that course and submitted the assignment. For appearing in the Examination, every student has to submit an Examination form through online (www.umu.ac.in) or offline before the due dates as given in the schedule of operations. If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 8 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of four semesters, since the date of registration of the course is valid for four semesters. Beyond this period, s/he may continue for another four semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term- end examination will be retained and the student will be required to complete the left out requirements of such re-registered courses. Minimum requirement for passing a course will be 50% marks.

G. Laboratory Support and Library Resources

The library of Usha Martin University aims to empower the teaching mission and intellectual culture of the community through availability through an organized collection of information as well as instruction in its access, relevance and evaluation.

The University Library enriches advance learning and discovery by providing access to a broad array of resources for education, research and creative work to ensure the rich interchange of ideas in the pursuit of knowledge.

The **Centre for Distance and Online Education (CDOE)** at Usha Martin University has initiated the establishment of a dedicated library to support the Online Learning (OL) programs. This initiative includes the acquisition of printed books and e-books, along with access to relevant national and international journals. The University already holds annual subscriptions to a range of academic journals, with plans to expand its access to additional online resources as part of its ongoing digital learning strategy.

The library's collection is both rich and diverse, offering comprehensive coverage across a wide range of disciplines. It includes resources in Management, Commerce, Information Technology, Computer Applications, and other allied fields. The repository consists of textbooks, reference books, peer-reviewed journals, project reports, dissertations, and access to online journals—ensuring that learners have ample academic material to support their studies and research pursuits.

The University has well equipped Computer Laboratories, Lecture Capturing Systems, Audio Video facilities, ICT enabled classrooms, Wi-Fi facilities etc.

H. Cost Estimate of the Programme and the Provisions

Initial expenses have been done by the University in terms of provision of infrastructure, manpower, printing of self-study material and other. The University intends to allocate expenses out of the total fee collection as per following details:

SLM Development and Distribution	:	20%
Postal Expense	:	10%
Salary and other Administrative expenses	:	60%
Future development	:	10%

Once programmes are operational, fee receipt from the programmes budget to be planed as per the guidelines of University Grants Commission.

I. Quality Assurance

The University has established the Centre for Internal Quality Assurance (CIQA) in the University campus. The CIQA will monitor and maintain the quality of the OL programmes. It has the following objectives in making the compliances of quality implementations.

Objectives

The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes of higher education in the Open and Distance Learning mode and Online mode being implemented by the Higher Educational Institution are of acceptable quality and further improved on continuous basis.

Functions of CIQA

The functions of Centre for Internal Quality Assurance would be following

1. To maintain quality in the services provided to the learners.
2. To undertake self-evaluative and reflective exercises for continual quality improvement

in all the systems and processes of the Higher Educational Institution.

3. To contribute in the identification of the key areas in which Higher Educational Institution should maintain quality.
4. To devise mechanism to ensure that the quality of Open and Distance Learning programmes and Online programmes matches with the quality of relevant programmes in conventional mode.
5. To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.
6. To suggest measures to the authorities of Higher Educational Institution for qualitative improvement.
7. To facilitate the implementation of its recommendations through periodic reviews.
8. To organize workshops/ seminars/ symposium on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.
9. To develop and collate best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution.
10. To collect, collate and disseminate accurate, complete and reliable statistics about the quality of the programme(s).
11. To ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme;
12. To put in place a mechanism to ensure the proper implementation of Programme Project Reports.
13. To maintain a record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports.
14. To provide inputs to the Higher Educational Institution for restructuring of programmes in order to make them relevant to the job market.
15. To facilitate system-based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.
16. To act as a nodal coordinating unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.
17. To adopt measures to ensure internalization and institutionalization of quality enhancement practices through periodic accreditation and audit.
18. To coordinate between Higher Educational Institution and the Commission for various qualities related initiatives or guidelines.
19. To obtain information from other Higher Educational Institutions on various quality benchmarks or parameters and best practices.
20. To record activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.
21. It will be mandatory for Centre for Internal Quality Assurance to submit Annual Reports to the Statutory Authorities or Bodies of the Higher Educational Institution about its activities

at the end of each academic session. A copy of report in the format specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution shall be submitted annually to the Commission.

On enrolling in the MBA Programme at Usha Martin University in Online Learning (OL) mode, students embark on a transformative educational journey that emphasizes critical thinking, effective communication, and advanced problem-solving skills as emphasized in NEP-2020. Through a flexible and learner-centric approach, the programme nurtures an analytic temperament, empowering students to approach challenges with analytical precision and innovative solutions. The curriculum has been designed to instill a strong sense of ethics and responsibility, fostering a mindset that prioritizes sustainability and environmental consciousness. Students are encouraged to engage with real-world problems and develop solutions that contribute positively to society and the global ecosystem.

As they progress, learners gain proficiency in foundational and advanced aspects of management, business strategy, leadership, and emerging business practices. The programme equips them with practical knowledge and managerial skills aligned with current industry standards, preparing them for the dynamic and ever-evolving corporate environment. Upon graduation, students will possess the confidence and capability to contribute effectively across multiple functional areas of business and management. They will be well-prepared for dynamic careers in marketing, finance, human resources, operations, entrepreneurship, business analytics, and other emerging domains of management. Additionally, the programme provides a strong foundation for those aspiring to pursue advanced studies, research, or competitive examinations in both the public and private sectors.

The MBA Programme at Usha Martin University not only prepares students for professional success but also inspires them to become ethical, innovative, and socially responsible business leaders. Through this comprehensive approach, graduates emerge as competent professionals and visionary leaders ready to shape the future of the global business landscape.



Registrar
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