

**USHA MARTIN UNIVERSITY, RANCHI**  
**CENTRE FOR DISTANCE AND ONLINE**  
**EDUCATION**



**PROGRAMME PROJECT REPORT**  
**MASTER OF BUSINESS ADMINISTRATION WITH**  
**SPECIALIZATIONS**

- 1. MBA in HRM**
- 2. MBA in Marketing**
- 3. MBA in Finance**

**2025-26**



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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 University has identified the following program outcomes and program specific outcomes as acquisition of specific skills and competence for MBA Program.

#### **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 degree through OL mode from Usha Martin University. Minimum time period for acquiring MBA degree will be two years and maximum time (extended) period is four years. Students can select one elective.

### **Evaluation Scheme**

<b>Semester-I</b>						
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 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			30	70	100	
5			30	70	100	
Total			20	150	350	500

Any one specialization area to be opted in the IIIrd semester	
Marketing	
MTMO-M 2301	Marketing Management
MTMO-M 2302	E-Marketing
MTMO-M 2303	Retail Management
Finance	
MTMO-F 2301	Financial Management
MTMO-F 2302	Security Analysis & Portfolio Management
MTMO-F 2303	Management of Financial Institutions & Services
Human Resource Management	
MTMO-H 2301	Industrial Relations & Labour Enactments
MTMO-H 2302	Global HRM
MTMO-H 2303	Negotiation & Counseling
Operations Management	
MTMO-O 2301	Project Management
MTMO-O 2302	Logistics and Supply Chain Management
MTMO-O 2303	Advanced Production and Operations Management

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	
Marketing	
MTMO-M 2401	Consumer Behavior & Marketing Communication
MTMO-M 2402	Marketing of Services
MTMO-M 2403	Sales and Distribution Management
Finance	
MTMO-F 2401	Corporate Financial Restructuring
MTMO-F 2402	Strategic Corporate Finance
MTMO-F 2403	Management of Working Capital
Human Resource Management	
MTMO-H 2401	Organization Development
MTMO-H 2402	Group and Team in Organization
MTMO-H 2403	Training and Development

<b>Operations Management</b>	
MTMO-O 2401	Total Quality Management
MTMO-O 2402	Service operation management
MTMO-O 2403	Management of Technology

**Note: The students will be awarded Master of Business Administration degree in the relevant specialization provided they secure 80 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.

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**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.	Extrapolate basics of management theory and its practices.	Understand
2.	Associate the functions of management.	Apply
3.	Identify individual, group and organizational components of organizational behaviour.	Remember
4.	Demonstrate skills related to work motivation and leadership.	Apply
5.	Visualize importance of group management in changing work environment.	Understand

**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. Essentials of Management: An International Perspective by Koontz &Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
  2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
  3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
  4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
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**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.	Elaborate various theories and laws of Managerial Economics.	Understand
2.	Visualize concepts related to demand, supply & revenue analysis.	Apply
3.	Examine pricing decisions for various markets.	Apply
4.	Identify various market structures and plan business accordingly.	Apply
5.	Demonstrate understanding of macroeconomic indicators and their impact on business.	Understand

**Block I: Introduction to Managerial Economics**

**Unit 1:** Basic concepts and principles of Economics,

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

**Unit 3:** 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, Piyali Ghosh, Purba Roy Choudhury (Mc Graw Hill)
2. Mehta PL- Managerial Economics (Sultan Chand)

3. Dwivedi- Managerial Economics (Vikas)
  4. Gupta- Managerial Economics (Tata McGraw-Hill)
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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.	Elaborate various concepts related to Indian and International accounting.	Understand
2.	Apply costing techniques for computing cost of products or services.	Apply
3.	Demonstrate various costing methods used in manufacturing and non-manufacturing concerns.	Understand
4.	Analyze decisions related to make or buy for a particular input.	Analyze
5.	Examine budgetary and financial statements.	Apply

**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:** Cash book & 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

**Unit 18:** 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, SahityaBhawan 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.	Understand
2.	Explain correlation and regression analysis and their importance in decision making.	Understand
3.	Visualize the concept of time series in business decision making.	Apply
4.	Demonstrate an understanding of probability and probability distributions.	Understand
5.	Explore application of Estimation Theory and Hypothesis Testing in business decision making.	Understand

### **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. Business Statistics, 3 rd Edition, JP Sharma, Pearson Publishing
  2. Statistics for Management - Richard Levin, Pearson Publishing
  3. Statistics for Management - G.C. Beri, Tata McGraw-Hill Education, 2010
  4. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.
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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.	Elaborate basic forms of communication & various communication models.	Understand
2.	Demonstrate verbal and non-verbal communication ability through presentations.	Understand
3.	Explore various forms of modern communication in business communications.	Apply
4.	Identify appropriate methods of report writing.	Apply
5.	Demonstrate understanding of various tools of organizational communication.	Understand

### **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 and Thill- Business communication today; Tata McGraw Hill
  2. Ronald E. Dulek and John S.Fielder- Principles of business communication; McMillan
  3. Randall E.Magors- Business communication :Harper and Row
  4. Balasubramanyam- Business communications; Vikas Publishing House.
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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.	Elaborate fundamentals of entrepreneurship and entrepreneurial process.	Understand
2.	Explain various theories of entrepreneurship.	Understand
3.	Design business plans.	Apply
4.	Describe MSME registration process and MSME promotional policies.	Apply
5.	Explain various concepts related to International Business.	Understand

#### 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 7:** Ownership Structures; Acquisition; Franchising, Marketing plan,

**Unit 8:** Marketing research, Marketing Mix; Business Plan-benefits of drivers

**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. Innovation and Entrepreneurship. East-West Press (P) Ltd
  2. Holt, David H. Entrepreneurship-New Venture Creation. Prentice Hall
  3. Hisrich, Robert D and Peters, Michael P. Entrepreneurship: Starting, Developing and Managing a New Enterprise, Prentice Hall
  4. Desai, Vasant: Small Scale Industries and Entrepreneurship. Himalaya
  5. Gupta,C.B. and Srinivasan. Entrepreneurial Development in India. Sultan Chand
  6. Pareek, Udai and Venkateswara Rao, T. Developing Entrepreneurship- A Handbook on Learning Systems
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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	Visualize various environmental factors that affect business.	Understand
2	Diagnose impact of various governmental policies on Business.	Analyze
3	Evaluate impact of socio-cultural environment on Business.	Analyze
4	Elaborate impact of political-legal environment on Business.	Understand
5	Identify role of multilateral institutions in facilitating world trade.	Understand

### 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, Sultan Chand & Sons
  2. Alagh, Yoginder K- Indian Development, Planning and Policy, Vikas Publication
  3. Aswathappa, K- Legal Environment of Business, Himalaya Publication
  4. Chakravarty, S- Development Planning, Oxford University Press
  5. Ghosh, Biswanath- Economic Environment of Business, Vikas Publication, New Delhi
  6. Govt. of India- Economic Survey
  7. Raj Agarwal and ParagDiwan, Business Environment; Excel Books
  8. Cherunilam, Francis- Business Environment, Macmillan
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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	Elaborate various concepts related to Research.	Understand
2	Enumerate various kinds of research design & process	Apply
3	Develop adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis.	Apply
4	Demonstrate various techniques of data analysis-and hypothesis testing procedures.	Understand
5	Articulate appropriate research ethics for doing meaningful research.	Understand

### **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 CR- Research Methodology, New Age Publication
  - 2.Panneerselvam R- Research Methodology (PHI)
  - 3.Cooper, Donald, Schindler, Pamela- Business Research (TMH)
  - 4.Bill Taylor, Gautam Sinha, TaposhGhoshal- Research Methodology (PHI)
-

**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	Understand
2	Articulate legitimate rights and obligations under sale of goods Act, 1930.	Understand
3	Enumerate various legitimate rights and obligations under Negotiable Instrument Act	Analyze
4	Acquire skills to initiate entrepreneurial ventures as LLP or other new form of organisation which are widely used across the globe	Understand
5	Attain insights into 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, Dishonour 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.
-

**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	Elaborate HRM and the role of HRM in effective business administration.	Understand
2	Identify the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.	Apply
3	Explain role of recruitment and selection in relation to the organization's business and HRM objectives.	Understand
4	Identify job-based compensation scheme and performance management system and appraisals.	Apply
5	Visualize emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.	Understand

**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:** Work load 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, behaviourally 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. John Storey- Human Resource Management, Thomson Learning
  2. R.S. Dwivedi- Managing Human Resources, Galgotia Publishing Company
  3. Gary Dessler- Human Resource Management, Pearson Education
  4. Aswathapa- Human Resource & Personnel Management, Tata McGraw Hill
  5. Randy. L. Desimone, Jon & David Harris- Human Resource Development, Thomson.
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## 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.	Understand
2	Identify organizational strategies that will be effective in dynamic business environment.	Apply
3	Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.	Understand
4	Acquire capability of making own decisions in dynamic business landscape	Apply
5	Visualize various strategies for managing global competition.	Understand

### 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. and N. Venkataraman- Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House
  2. Budhiraja, S.B. and M.B. Athreya- Cases in Strategic Management, Tata McGraw Hill
  3. Coulter, Mary K- Strategic Management in Action, Prentice Hall
  4. David, Fred R- Strategic Management, Prentice Hall
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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:

Course Outcome	Cognitive level
<b>CO1:</b> Understand the concepts of organizational behaviour and its relation with business management.	Understand
<b>CO2:</b> Explain concepts of individual behaviour i.e. perception, attitude etc.	Explain
<b>CO3:</b> Demonstrate process involved in group behaviour i.e. group dynamics, group decision making etc.	Demonstrate
<b>CO4:</b> Describe the methods of leadership of a successful business owner/ manager.	Describe
<b>CO5:</b> Explain the organization system and process for smooth business operations.	Explain

### **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 behaviour.

### **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. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
  2. Robins S.P., and Mathew, M, Organisational Theory: Structure, Design and Application, Prentice Hall of India Pvt. Ltd.
  3. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York.
  4. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.
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**Course Name: Marketing Management**

**Course Code: MTMO- M 2301**

**Credits: 4**

**Course Objective:**

The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. More specifically, they will be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

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

S.No.	Course Outcomes	Cognitive level
1.	Elaborate various concepts related to marketing.	Understand
2.	Explain concepts related to Marketing Mix.	Apply
3.	Demonstrate process involved with product planning and price determination.	Apply
4.	Describe process involved with promotion and distribution strategy.	Analyze
5.	Explore contemporary issues in marketing.	Understand

**Block I: Introduction**

**Unit 1:** Nature & Scope of Marketing, evolution of Marketing,

**Unit 2:** Marketing Environment. Segmentation,

**Unit-3:** Targeting and Positioning & Differentiation Strategies,

**Unit 4:** Marketing Organizations, Marketing Research

**Block II: Product Management**

**Unit 5:** Product, product levels, classifying products,

**Unit 6:** New Product Development, Product Differentiation,

**Unit 7:** Product Life Cycle, Branding, types of branding,

**Unit-8:** Packaging & labelling

**Block III: Pricing and Distribution**

**Unit 9:** Concept of Pricing, Relationship between pricing and product cost,

**Unit 10:** Pricing objectives Pricing Policies and Methods,

**Unit 11:** Distribution Channel Management, Intermediaries,

**Unit-12:** channel structure, managing relationships in the channel.

**Block IV: Promotion Mix decision**

**Unit 13:** Marketing Communication, Advertising;

**Unit 14:** Sales Promotion, Publicity & Personal Selling,

**Unit 15:** Public Relations and Direct Marketing.

**Block V: Emerging Trends in Marketing**

**Unit 16:** Marketing Ethics, (e-) marketing; (e-) services; (e-) Customer Relationship

**Unit 17:** Management; viral marketing,

**Unit 18:** Ambush marketing, green marketing.

**References:**

1. Baines, Fill Page and Sinha; Marketing 2013
2. Marketing Management – Philip Kotler (Pearson)
3. Fundamentals of Marketing – Stanton
4. Marketing Management – V S Ramaswamy and S Namakumari (Macmillan)

**Course Name: E-Marketing**

**Course Code: MTMO- M 2302**

**Credits: 4**

**Course Objective:** This course is designed to impart the students with the knowledge, concepts and skills needed in marketing through digital channels. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing. The aim of this course is not just to teach E-Marketing but to develop students in such a way that they equip with adequate skills in E-Marketing for managing business.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Enumerate basic difference and similarities between non-digital and digital marketing	Understand
2	Examine consumer behaviour towards digital media.	Apply
3	Identify and develop digital strategies for Digital Market	Apply
4	Explain basic concepts of social media marketing.	Understand
5	Identify various tools for social media, web analytics	Understand

**Block I: Internet penetration and E-marketing**

**Unit 1:** Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media;

**Unit 2:** Similarities and differences between online and offline marketing;

**Unit-3:** Internet Marketing in India;

**Unit 4:** Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.

**Block II: Digital marketing strategy; Digital conversion funnel:**

**Unit 5:** Customer acquisition, conversion and retention;

**Unit 6:** Acquisition: search engine optimization; paid advertising, search advertising, display advertising,

**Unit 7:** Social media marketing, email marketing; measuring success of search engine optimization,

**Unit-8:** Mapping search engine journey; on page and off page search engine optimization.

**Block III: Online consumer behaviour: decision making process;**

**Unit 9:** Problem recognition, information search, evaluation, choice and post purchase behaviour;

**Unit 10:** Online consumer segmentation; online marketing mix;

**Unit 11:** Consumer segments and targeting; User experience.

**Block IV: Social Media analytics: data type and collection,**

**Unit 12:** Structured and semi-structured data, social media metrics, social media ROI,

**Unit 13:** Social networks and social network analysis; Social media analytics with unstructured data: text mining,

**Unit 14:** Social customer relationship management,

**Unit-15:** Text mining for communication and reputation management; Big data, Internet of things.

**Block V: Mobile Marketing, E-marketing; Internet marketing strategy: content marketing**

**Unit 16:** Mobile Marketing,

**Unit 17:** E-marketing;

**Unit 18:** Internet marketing strategy: content marketing.

### **References:**

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
  2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
  3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
  4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press
  5. Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.
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**Course Name: Retail Management**

**Course Code: MTMO- M 2303**

**Credits: 4**

**Course Objective:** The main objective of course is to providing insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Identify the basic concepts related to functioning of retail sector in India	Understand
2	Elaborate main drivers of growth in retail industry of India	Understand
3	Analyse issues relating to situational analysis in retail industry in India. .	Apply
4	Explain various strategies of managing retail business in India.	Understand
5	Visualize various issues emerging in international retailing.	Analyze

### **Block I: Introduction**

**Unit 1:** Overview, Evolution of Retailing, cycle of Retailing, Functions of retailing;

**Unit 2:** Building and sustaining relationships, Structural change, Retailing Market structure,

**Unit 3:** Planning and development, process, Drivers for growth in retail.

### **Block II: Situational analysis**

**Unit 4:** Types of retail outlets: Retail institutions by ownership,

**Unit-5:** Store-based strategy mix; non-store-based, and other forms of nontraditional retailing,

**Unit 6:** Targeting customers and gathering information; Communicating with customers; Promotional strategies,

**Unit 7:** Affecting factors in communication for growth, Choosing a store location:

**Unit-8:** Trading-area analysis; Site selection; Store design and layout-Objectives.

### **Block III: Managing retail business**

**Unit 9:** Importance of HRM in retailing,

**Unit 10:** Retail organization and HRM; Operations management: financial and operations dimensions;

**Unit 11:** Managing retail services; Service characteristics;

**Unit-12:** Value and lifestyle profiles of Indian shoppers.

## **Block IV: Delivering the product**

**Unit 13:** Retail Information Systems; Merchandise management, developing and implementing plans,

**Unit 14:** People in retailing, Merchandise plans for basic stock,

**Unit 15:** Negotiation in retail, display of merchandise, pricing, Factor affecting in price setting, Bases of pricing.

## **Block V: International retailing**

**Unit 16:** Internationalization and Globalization; Shopping at World stores; Going International;

**Unit 17:** The Internationalization process; Culture, business and international management, FDI in retails,

**Unit 18:** Retailing in US and India, Importance of culture for retailing at global level.

### **References:**

1. Berman B and Evans J R- Retail Management (Pearson Education)
  2. Michael Lervy M and Weitz B W- Retailing Management (Tata McGraw-Hill)
  3. Newman A J and Cullen P- Retailing: Environment and Operations (Vikas)
  4. Varley R and Rafiq M- Principles of Retail Management (Palgrave)
  5. LaMBA- The Art of Retailing (Tata McGraw-Hill)
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**Course Name: Financial Management**

**Course Code: MTMO- F 2301**

**Credits: 4**

**Course Objectives:**

To help the students to develop cognizance of the importance of Financial Management in corporate valuation.

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

S. No.	Course Outcomes	Cognitive level
1	Elaborate the core concepts and techniques of financial management.	Understand
2	Enumerate various techniques related to valuation of assets.	Apply
3	Demonstrate ability to conduct discounted cash flow analysis and estimate a company's cost of capital.	Understand
4	Evaluate various Capital Structure Theories and Policies for business decisions.	Understand
5	Analysis of working capital needs of the company	Analyze

**Block I: Nature of Financial Management**

**Unit 1:** Scope of Finance; Finance Function; Finance Manager's role;

**Unit 2:** Role of Finance Manager; Financial Goal:

**Unit 3:** Profit Maximization V/s Wealth Maximization;

**Unit-4:** Agency Problem; Emerging role of Finance Manager

**Block II: Valuation**

**Unit 5:** Time Preference for money; Future Value; Sinking Fund; Present Value;

**Unit 6:** Valuation of Bonds and Shares: Basics of Bond Valuation,

**Unit 7:** Valuation of ordinary Shares, Valuation of Preference Share;

**Unit-8:** Linkages between Share Price, Earning and Dividends.

**Block III: Cost of Capital, Operating, Financial Leverage and CoMBled Leverage**

**Unit 7:** The concept of opportunity cost of capital; Cost of Debt,

**Unit-8:** Preference Capital and Equity Capital;

**Unit 9:** The weighted Average Cost of Capital; CAPM V/s Dividend Growth Model;

**Unit 10:** Financial, operating and CoMBled Leverage- Concept and Measurement.

**Block IV: Capital Structure Theories and Policy**



**Unit 11:** Relevance of Capital Structure: NI and Traditional approach;

**Unit 12:** Irrelevance of Capital Structure: NOI Approach and MM hypothesis without taxes;

**Unit 13:** The trade off theory; Determinants of an appropriate Capital structure,

**Unit-14:** Dividend Theory and Policy.

**Block V: Management of Working Capital & Inventory Management**

**Unit 15:** Meaning, significance and types; Methods of assessing Working Capital requirements;

**Unit-16:** Classification of working capital

**Unit 17:** Norms of Bank Finance; Sources of Working Capital and factors affecting it;

**Unit 18:** ABC Analysis, EOQ Model, Safety Stock, Lead Time, etc.

**References:**

1. Pandey, I.M ; Financial Management, Vikas Publishing House, New Delhi
  2. Tulsian, P.C ; Financial Management, S. Chand & Co, Delhi
  3. Chandra, Prasanna (2008)- Financial Management, Tata McGraw Hill, New Delhi
  4. Khan & Jain: Financial Management, Tata McGraw Hill, New Delhi
  5. Brealey, Richard A and Steward C. Myers (2006)- Corporate Finance, McGraw Hill
-

## 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
1: Describe the Investment concept.	Understand
2: Discuss the Fixed Income Securities	Analyze
3: Describe the fundamental analysis	Understand
4: Explain the technical analysis.	Evaluate
5: Know the basic concepts of Portfolio Analysis and Selection	Understand

### 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 ( $\beta$ ), Capital Asset Pricing Model- Efficient Portfolios, other portfolios, CAPM assumptions, Arbitrage pricing model

## **References:**

1. Amling: Fundamentals of Investment Analysis, Prentice Hall
  2. Bhalla: Investment Analysis, S. Chand & Co
  3. Chandratre, K.R. Capital Issue, SEBI & Listing, Bharat Publishing House
  4. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
  5. MachiRaju, H.R.: Merchant Banking; Wiley Eastern Ltd
  6. MachiRaju, H.R.: Working of Stock Exchanges in India; Wiley Eastern Ltd
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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 - Describe the meaning and scope of financial markets as well as institutions in India.	Understand
CO2 – Discuss the concepts of Money Market and Capital Market	Understand
CO3 - Detail the Commercial Banking and its Current developments.	Understand
CO4 - Explain concept of Non-Banking Financial Companies (NBFC's)	Understand
CO5 - Examine the Financial Services Industry	Analyze

### 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, organisation 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., Financial Markets and Institutions. Tata McGraw Hill Publishing Company.
  2. Kumar, V., Gupta, K., Kaur, M., Financial Markets, Institutions and Financial Services, Taxmann's Publications.
  3. Khan M.Y. and Jain, P.K Financial Services, Tata McGraw Hill.
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**Course Name: Industrial Relations & Labour Enactments****Course Code: MTMO- H 2301****Credits: 4**

**Course Objective:** This course is designed to impart the participants with the knowledge, concepts and skills needed in industrial relations management. Industrial relation aims at maintaining healthy, harmonious and cordial relationship between the employees and management and amongst the employees. The course seeks to familiarize the participants with the concepts and techniques of Industrial relations.

**Course Outcomes:** The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Enumerate conceptual understanding of various constituents of Industrial Relations.	Understand
2	Elaborate role of trade unions in maintaining harmonious industrial relationship.	Identifying
3	Identify and develop understanding various labour problems and their solutions	Apply
4	Acquire knowledge of various labour legislatives	Understand
5	Identify various tools of human welfare in industrial climate.	Analyze

**Block I: Overview of Industrial Relations**

**Unit 1:** Concept, Nature, Objectives of Industrial Relations;

**Unit 2:** Role of State; Employers' Organization; ILO in IR,

**Unit 3:** Central Organisations of Indian Trade unions: INTUC, AITUC, HMS and UTUC.

**Block II: Trade Unions**

**Unit 4:** Origin and growth, unions after independence, in the era of liberalisation;

**Unit 5:** Concept, objectives, functions and role of Trade Unions in collective bargaining;

**Unit 6:** Workers' participation in management;

**Unit-7:** Problems of Indian Trade Unions. Main provisions of the Trade unions Act, 1926

**Block III: Labour problems**

**Unit 8:** Discipline and misconduct; standing orders,

**Unit 9:** Grievance handling procedure; Labour turnover; Absenteeism;

**Unit 10:** Industrial accidents and Industrial unrest; Industrial Dispute Act, 1947;

**Unit-11:** Industrial Dispute Settlement Machinery in India.

**Block IV: Labour legislations**

**Unit 12:** National Wage Policy,

**Unit 13:** Minimum Wages Act 1948,

**Unit-14:** Payment of Bonus Act, 1965;

**Unit 15:** The Equal Remuneration Act, 1976

**Block V: Health, Safety, Security and Labour Welfare**

**Unit 16:** Industrial Health & Safety;

**Unit 17:** The Factories Act, 1948; Workmen's Compensation Act, 1923;

**Unit 18:** Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Employees Provident Fund Act.

**References:**

1. Monappa A- Industrial Relations (Tata McGraw-Hill)
  2. Sinha- Industrial Relations, Trade Unions, and Labour Legislation (Pearson Education)
  3. Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication)
  4. ND Kapoor, Industrial Relations and Labour Legislation
-

**Course Name: Global HRM**

**Course Code: MTMO- H 2302**

**Credits: 4**

**Course Objective:** The objective of the course is to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

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

S. No.	Course Outcomes	Cognitive level
1	Explain HRM issues in international contexts	Understand
2	Analyze role that international culture and diversity in managing business	Apply
3	Demonstrate various issues related to selection process, expatriate management and repatriation.	Understand
4	Identify various concepts related to international training, compensation and appraisal.	Apply
5	Visualize emerging issues related to international mergers and industrial relations.	Analyze

**Block I - Introduction:**

**Unit 1:** Introduction to Global Human resource management;

**Unit 2:** IHRM in International Firms -the framework; Cross national differences in personnel

**Unit-3:** organizations- cultural factor in human resource policies;

**Unit 4:** Complexities and issues in managing human resource across countries; International HRM department and functions; Models of Global HRM.

**Block II- International Cultural Environment:**

**Unit 5:** The concept of culture, comparison of cross-cultural behaviour,

**Unit 6:** managing diversity- causes of diversity, the paradox of diversity,

**Unit 7:** Cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. pan-culturalism.

**Block III-International Staffing:**

**Unit 8:** Hiring– sources of international human resource power;

**Unit-9:** Staffing for international operations; Selection strategies for overseas assignments;

**Unit: 10:** Hiring HCN"s and TCN"s; International transfers; Expatriate management-

**Unit 11:** Problems of repatriation of overseas expatriates and strategies to tackle these problems.



## **Block IV-Training, Development and Compensation in International Perspective:**

**Unit 12:** Training and development for expatriates; Training and development for international staff

**Unit 13:** Compensation in international perspective- factors, package,

**Unit-14:** methods and trends; International reward system;

**Unit 15:** Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

## **Block V- Industrial Relations and Other Issues in IHRM:**

**Unit 16:** A framework for international industrial relations; Employees participation – practices in various countries; Cross border ethics management;

**Unit 17:** Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies;

**Unit 18:** HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- complexities, challenges, and choices in future.

## **References:**

1. Aswathappa, K. and Dash, S. (2008). *International human resource management*. India: Mc Graw Hill Education.
  2. Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.
  3. Dessler, G. & Varkkey, B. (2008). *Human resource management*. Delhi: Pearson Education
  4. Dowling, Peter J., Festing M. & Engle, A.D. (2013). *International Human Resource Management*. Cengage Learning.
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**Course Name: Negotiation & Counselling**

**Course Code: MTMO- H 2303**

**Credits: 4**

**Course Objective:** The objective of this course is to provide insights into handling behavioral issues at work place by developing counselling skills. It is also intended to facilitate a Describing of the structure and dynamics of negotiation.

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

Course Outcome	Cognitive Level
CO1: Identify the basic concept Counselling.	Apply
CO2: Describe Techniques of Counselling.	Understand
CO3: Evaluate the problems of Counselling.	Evaluate
CO4: Determine the nature and need for negotiation.	Evaluate
CO5: Cope the role of negotiation.	Evaluate

**Block:I Introduction to Counselling**

**Unit 1:** Counselling: Introduction, Approaches to Counselling,

**Unit 2:** Goals and Process of Counselling; Counselling Procedures and Skills,

**Unit 3:** Organizational Application of Counselling Skills.

**Block II: Techniques of Counselling**

**Unit 4:** Changing Behaviours through Counselling;

**Unit 5:** Specific Techniques of Counselling;

**Unit-6:** Role conflicts of Managers and Counselling.

**Unit 7:** Application of Counselling in Specific

**Block III Organizational Situations**

**Unit 8:** Organizational Situations: Dealing with problem Subordinates;

**Unit 9:** Performance Management;

**Unit-10:** Alcoholism and Other Substance Abuse.

**Unit 11:** Ethics in Counselling.

**Block IV Introduction to Negotiation**

**Unit 12:** Negotiation: Introduction, Nature and need for negotiation, negotiation process,

**Unit 13:** Types and styles of negotiation; strategies and tactics;

**Unit-14:** barriers in effective negotiation,

**Unit 15:** Communication Style, Breaking Deadlocks.

**Block V Ethics in negotiation**

**Unit 16:** Role of trust in negotiations; negotiation and IT

**Unit 17:** Ethics in negotiation; cultural differences in negotiation styles

**Unit 18: Gender** in negotiations; context of mediation; negotiation as persuasion.

**Books Recommended/Suggested Readings:**

1. Singh Kavita - Counselling Skills for Managers (PHI)
  2. Carroll, M.: Workplace counseling, Sage Publication.
  3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
  4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
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## **Course Name: Project management**

**Course Code: MTMO- O 2301**

**Credit 4**

**Course Objective:** The objective of this course is to enable the student to understand and analyze the iterative processes of a project correctly. Identify and effectively communicate best practices within the framework of project management. Evaluate and describe the process of progressive elaboration independently. Identify how organizational culture impacts a project.

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

S. No.	Course Outcomes	Cognitive level
1.	Extrapolate basics of project management theory	Understand
2.	Associate the functions of project management.	Apply
3.	Identify and effectively communicate best practices within the framework of project management	Remember
4.	Demonstrate and describe the process of progressive elaboration independently	Apply
5.	Visualize importance of how organizational culture impacts a project.	Understand

### **Block I: Introduction**

**Unit 1:** Introduction to project and projects. Characteristics and types of projects.

**Unit 2:** Gaining importance, project life cycle and its phases.

**Unit 3:** Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

### **Block II:**

**Unit 4:** Financial feasibility,

**Unit 5:** determinants of cost of project, its financing and deciding optimum capital structure.

**Unit 6:** Cash flows from project and owner's perspective.

### **Block III:**

**Unit 7:** Project Appraisal.

**Unit 8:** Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation.

**Unit 9:** Sensitivity analysis, Hiller's model, scenario analysis, simulation.

### **Block IV:**

**Unit 10:** Network analysis, construction of networks,

**Unit 11:** CPM, various types of floats and their application, PERT and its applications.

**Unit 12:** Time cost relationship, crashing for optimum cost and Optimum time. Resource leveling.

### **Block V:**

**Unit 13:** Introduction to project software and applications of MS Project.

**Unit 14:** Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

**Unit 15:** Project monitoring, Earned Value Analysis, abandonment analysis, Ph 41S, Project Termination and Audit. Reasons for failure.

### **Text and Reference Books**

1. "The Project Management Body of Knowledge (PMBOK Guide)" by the Project Management Institute (PMI),
2. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner,
3. "Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland,
4. "Getting Things Done: The Art of Stress-Free Productivity" by David Allen,
5. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler,

## Course Name: Logistics and Supply Chain Management

Course Code: MTMO- O 2302

Credit 4

**Course Objective:** The objective of this course is to enable the student to understand and introduce process and functions of physical distribution system. To introduce major building blocks, functions, business process, performance metrics and decision making in supply chain network, and to provide an insight into the role of Internet Technologies and electronic commerce in supply chain management.

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

S. No.	Course Outcomes	Cognitive level
1.	Elaborate and describe the increasing significance of logistics and its impact on both costs and service in business and commerce.	Understand
2.	Visualize and incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies	Apply
3.	Examine and develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.	Apply
4.	Identify and describe the ways to shift the business culture from functional work to overall process-driven results	Apply
5.	Demonstrate and explain the rationale for statistical process control in minimizing or eliminating no value-added elements of the overall logistics process such as the cost of excess inventory driven by inaccurate forecasting.	Understand

### Block I:

**Unit 1:** Physical Distribution

**Unit 2:** Marketing Channels, Channel Members

**Unit3:** Market Segmentation

### Block II:

**Unit 4:** Managing the Marketing Channel

**Unit 5:** Channel Members, Channel Flows

**Unit 6:** Product issues in channel management

### Block III:

**Unit 7:** Building Blocks of Supply Chain Network

**Unit 8:** Performance Measurement and Controls

**Unit 9:** Models for Decision Making.

### Block IV:

**Unit 10:** Supply Chain Inventory Management, Multichannel Inventory System,

**Unit 11:** Supply Chain Facility Layout, Capacity Planning

**Unit 12:** Inventory Optimisation, Routing and Scheduling

### Block V:

**Unit 13:** E Business & Logistics,  
**Unit 14:** Business Process Management  
**Unit 15:** Customer Relationship Management

**Books Recommended/Suggested Readings:**

- 1.D.K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, Macmillan India Pvt. Ltd. New Delhi, 2008
- 2.N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University Press, 2010
- 3.Satish K. Kapoor & Purva Kansal, BASICA OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, Prentice – Hall India, 2003.
- 4.Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009
- 5.Bowersox & Closs, LOGISTICS MANAGEMENT, Tata McGraw Hill, New Delhi, 2008

## **Course Name: Advanced Production and Operations Management**

**Course Code: MTMO- O 2303**

**Credit 4**

**Course Objective:** The objective of this course is to enable the student to understand the various production and operations design decisions and how they relate to the overall strategies of organizations. Understand the importance of product and service design decisions and its impact other design decisions and operations.

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

<b>S. No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Elaborate various concepts related to production and operations design decisions	Understand
2.	Apply and relate to the overall strategies of organizations.	Apply
3.	Demonstrate various importance of product and service design decisions	Understand
4.	Analyze the impact on other design decisions and operations	Analyze
5.	Examine production and operations plans	Apply

### **Block I: Introduction to Operations Management**

**Unit 1:** Introduction: Functional Subsystems of Organization - Definition - Systems Concept of Production.

**Unit 2:** Types of Production Systems: Flow Shop - Job Shop - Batch Manufacturing – The Project – Productivity.

**Unit 3:** Strategic Management: Corporate Strategic - Generic Competitive Strategies - Functional Strategies, Line Balancing - World Class Manufacturing.

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

**Unit 4:** Product Design and Analysis New Product Development, Process Planning and Design, Process Research - Work Study - Method Study and Work Measurement.

**Unit 5:** Value Analysis/Value Engineering: When to Apply Value Analysis - Function - Aims - Value Engineering Procedure - Advantages and Application Areas.

**Unit 6:** Standardization: Standardization Procedure - Advantages of Standardization - Application of Standardization.

### **Block III: Cost Accounting**

**Unit 7:** Plant Location: Factors Influencing Plant Location - Single Facility Location Problem - Multifacility Location Problems

**Unit 8:** Model for Multi-facility Location Problem - Method of Transformation - Model to Determine X-Coordinates of New Facilities - Model to Determine Y-Coordinate.



**Unit 9:** Plant Layout: Classification of Layout - Advantages and Limitations of Product Layout - Advantages and Limitations of Group Technology Layout - Layout Design Procedures.

#### **Block IV: Management Accounting**

**Unit 10:** Scheduling: Johnson's Problem - Extension of Johnson's rule

**Unit 11:** Job Shop Scheduling: Introduction - Types of Schedules - Schedule Generation

**Unit 12:** Heuristic Procedures - Two Jobs and Machines Scheduling

#### **Block V: Financial Statements Analysis**

**Unit 13:** Components of Integrated Materials Management: Materials Planning - Inventory Control - Purchase Management - Stores Management.

**Unit 14:** Inventory Control: Inventory Decisions - Costs Trade Off - Models of Inventory - Operation of Inventory Systems - Quantity Discount , Purchasing Management

**Unit 15:** Stores Management: Incoming Materials Control - Store Accounting - Obsolete Surplus and Scrap Management - ABC Analysis - XYZ Analysis - VED Analysis - FSN Analysis - SDE Analysis.

#### **References:**

1. Panneerselvam, —Production and Operations Management| PHI.
2. Ajay K Garg, Production and Operations Management, TMH.
3. Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House.
4. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press.
5. B. Mahadevan, Operations Management: Theory and Practice, Pearson.
6. Kenneth K. Boyer, Rohit Verma, Operations Management:

**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.	Understand
2	Enumerate basic understanding of various ethical theories and approaches	Understand
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	Understand

**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 and 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. Fernando A.C - Corporate Governance: Principles, Policies and Practices – Pearson
  2. Murthy CSV – Business Ethics: Himalaya
  3. Velasquez – Business Ethics: Concepts and cases – Pearson/PHI
-

**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	Understand
2	Enumerate internationalization process and managerial implications of internationalization.	Understand
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.	Understand

**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. Justin Paul & Rajeev Aserkar: Export -Import Management; Oxford University Press, New Delhi.
  2. Rakesh Mohan Joshi: International marketing, Oxford University.
  3. Sumati Varma: International Business “Concept, Environment& Strategy”, Ane Books Pvt. Ltd., New Delhi
  4. Vyuptakesh Sharan: International Business “Concept, Environment and Strategy”, Pearson Education.
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**Course Name: Consumer Behaviour & Marketing Communication****Course Code: MTMO-M 2401****Credits: 4**

**Course Objective:** Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? The course aims to equip the participants to view marketing phenomena from a customer's perspective.

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

Course Outcome	Cognitive Level
CO1 - Identify the key concepts and theories of consumer behaviour.	Remember
CO2 – Describe psychological theories relevant for describing consumer behaviour.	Understand
CO3 - Describe the group dynamics and consumer reference groups.	Understand
CO4 - Define Integrated Marketing Communication.	Understand
CO5 - Develop appropriate marketing strategies Advertising and Media Planning.	Apply

**Block- 1: Introduction to consumer behavior**

**Unit-1:** Marketing success and failure and consumer behavior:

**Unit-2:** Manager and consumer perspectives, strategy consistency and inconsistency

**Unit-3:** Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches,

**Unit-4:** Howard and Sheth, Nicosia and Engle and Blackwell model.

**Block 2: Consumer involvement**

**Unit-5:** Consumer involvement: perceived risk, antecedents and consequences Consumer decision making:

**Unit-6:** Psychology of simplification, elaborate to routine buying Habit: loyalty,

**Unit-7:** inertia and strategic implications for incumbent and entrant.

**Unit 8:** Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network,

**Unit-9:** Consumer learning: connectionist and non-connectionist approaches.

**Block- 3: Consumer Motivation**

**Unit-10:** Motivation and drive: theories and means and end chain, Hierarchical value mapping. Personality and self-concept influence:

**Unit-11:** Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image,

**Unit-12:** Measurement of personality and self-image, creating aspiration brand

#### **Block- IV: Integrated Marketing Communication**

**Unit-13:** Marketing Communication: Meaning and its objectives, Integrated Marketing Communication (IMC): concepts and process, IMC promotion Mix,

**Unit-14:** Advertising - Meaning, objectives its role and functions, Classification of advertising, economic, social and ethical issues in advertising,

**Unit-15:** DAGMAR approach, STP strategies in advertising, Advertising Agencies,

#### **Block 5: Advertising and Media Planning**

**Unit-16:** Process in Advertising

**Unit-17:** Advertising Creativity

**Unit-18:** Media Planning and Strategy

#### **References:**

1. Berman B and Evans J R- Retail Management (Pearson Education)
  2. Michael Lervy M and Weitz B W- Retailing Management (Tata McGraw-Hill)
  3. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). Consumer behaviour. USA: Thomson-South Western.
  4. Evans, M., Jamal, A., & Foxall, G. (2009). Consumer behaviour (2nd ed.). New Jersey: John Wiley & Sons.
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## **Course Name: Marketing of Services**

**Course Code: MTMO-M 2402**

**Credits: 4**

### **Course Objective:**

The purpose of this course is to familiarize the students with the role of Marketing of Services.

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

<b>S. No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1	Explains the basic concepts about services.	Understand
2	Define the marketing mix in terms of service sector.	Understand
3	Expresses scales related service quality and productivity.	Apply
4	Identify various Strategies in services marketing	Analyze
5	Acquire knowledge of recent trends in marketing of services.	Understand

### **Block I: Introduction of Services Marketing**

**Unit 1:** Concept, characteristics of services, service marketing triangle,

**Unit-2:** purchase process of service marketing, challenges of services.

**Unit 3:** Goods V/S services marketing

**Unit 4:** Consumer behaviour, positioning a service in Marketplace

### **Block II: Service Delivery**

**Unit 5:** Service product price mix, promotion and communication mix,

**Unit-6:** Place/ distribution of services people, Physical evidence.

**Unit 7:** Branding of services problem and solutions

**Unit 8:** Options for Service Delivery

### **Block III: Service quality and productivity**

**Unit 9:** Improving service quality and productivity

**Unit 10:** Service quality GAP model, Benchmarking,

**Unit-11:** Measuring service quality

**Unit 12:** Defining productivity improving productivity

### **Block IV: Strategies in services marketing**



**Unit 13:** International and global strategies in services marketing

**Unit 14:** Factors favoring transactional strategy,

**Unit 15:** Elements of transactional strategy

**Block V: Recent trends in marketing of services**

**Unit 16:** Recent trends in marketing of services

**Unit 17:** Ethics in service marketing

**Unit 18:** Unethical practices in service sector

**References:**

1. Verma H.V.: Marketing of Services, Global Business Press. New Delhi.
  2. Nargundhar: Services Marketing Tata McGraw-Hill New Delhi
  3. Rao: Services Marketing Pearson, New Delhi
  4. Verma: Services Marketing Pearson, New Delhi
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**Course Name: Sales & Distribution Management**

**Course Code: MTMO-M 2403**

**Credits: 4**

**Course Objective:**

The purpose of this course is to familiarize the students with the role of sales & Distribution Management.

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

Course Outcome	Cognitive Level
CO1 - Describe the objectives and Scope of Personal Selling.	Understand
CO2 – Detail market potential and sales forecasting methods.	Understand
CO3 - Evaluate sales Budget and distribution plans	Evaluate
CO4 - Explain distribution with other marketing variables.	Evaluate
CO5 - Explain diverse variables affecting the sales & distribution function.	Evaluate

**Block I: Introduction to Sales Management**

**Unit 1:** Introduction to Sales Management: Concept,

**Unit 2:** Evolution of sales function, Objectives of sales management positions,

**Unit 3:** Functions of Sales manager and their relation with other executives..

**Block II: Salesmanship**

**Unit 4:** Salesmanship: Theories of personal selling,

**Unit 5:** Types of Sales executives, Qualities of sales executives,

**Unit 6:** Personal selling process, Showroom & exhibition,.

**Block III: Sales Organization and Relationship**

**Unit 7:** Sales Organization and Relationship: Purpose of sales organization,

**Unit-8:** Types of sales organization structures,

**Unit 9:** Sales department external relations, Distributive network relations.

**Unit 10:** Sales Force Management: Recruitment and Selection,

**Unit-11:** Sales Training, Sales Compensation...

**Block IV: Distribution channels**

**Unit 12:** Distribution Planning, Role and Function of Intermediaries;

**Unit 13:** Selection and Motivation of Intermediaries;

**Unit 14:** Vertical & Horizontal Marketing; Channel Conflict

**Block V: Distribution System and Logistics**

**Unit 15:** Distribution System and Logistics, Physical Distribution System;

**Unit-16:** Different Modes of Transport in India;

**Unit 17:** Logistics– Functional Areas; Distribution Costs,

**Unit 18:** Supply Chain Management.

**References:**

1. Donaldson B- Sales Management: Theory and Practice (Palgrave)
2. Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas)
3. Spiro- Sales Management (Tata McGraw-Hill)
4. Davar R S- Salesmanship and Publicity (Vikas)

## **Course Name: Corporate Financial Restructuring**

**Course Code: MTMO-F 2401**

**Credits: 4**

**Objectives:** The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings.

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

Course Outcome	Cognitive Level
CO1 - Describe the Corporate Finance & Restructuring.	Understand
CO2 – Describe the dimensions of Mergers and Acquisitions	Understand
CO3 - Understand the valuation aspects of Corporate Restructuring	Understand
CO4 - Explain different approaches of valuation.	Evaluate
CO5 - Explain dimensions of Corporate Restructuring Financial Restructuring.	Evaluate

### **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. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
  2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition
  3. Mergers& Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
  4. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
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## Course Name: Strategic Corporate Finance

**Course Code:** MTMO-F 2402

**Credits:** 4

**Objectives:** The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings.

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

Course Outcome	Cognitive Level
CO1 - Identify the key concepts Strategic Corporate Finance.	Remember
CO2 – Describe Management Buy-outs and Management Buy-ins.	Understand
CO3 - Describe the Restructuring of Firms.	Understand
CO4 - Develop appropriate understanding about potential purchaser.	Understand
CO5 - Explain the process of business and company valuation	Explain

### 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. AswathDamodaran: Corporate finance theory and practice; John Willey Sons, Inc
  2. Jakhotia: Strategic Financial Management (Vikas Publication)
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## Course Name: Management of Working Capital

Course Code: MTMO-F 2403

Credits: 4

**Objectives:** The objective of the course is to acquaint the students with the importance of the working capital and techniques used for effective working capital management.

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

Course Outcome	Cognitive level
CO1: Describe the conceptual framework of working capital have an understanding the components of working capital.	Understand
CO2: Define cash management and Optimal Cash Balance	Demonstrate
CO3: Explain objectives of Receivables Management and credit policy.	Understand
CO4: Demonstrate Inventory Management and Inventory Control Systems	Understand
CO5: Identify sources of finance for Working Capital.	Apply

### 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. V. K. Bhalla, Working Capital Management: Text and Cases, New Delhi: Anmol Publisher, 2008.
  2. M .Y. Khan and P. K. Jain, Financial Management - Text, Problems and Cases, New Delhi: Tata McGraw Hill, 2009
  3. Hrishikesh Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: Prentice Hall of India Private Ltd, 2009.
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## Course Name: Organizational Development

Course Code: MTMO-H 2401

Credits: 4

### Course Objectives:

To familiarize the students with fundamentals of organizational development, essential interventions and effective methods in organization development.

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

Course Outcome	Cognitive Level
CO1 - Identify the basic concept organizational development.	Apply
CO2 – Describe Organizational Strategies for Change.	Understand
CO3 - Discuss the component of OD.	Analyze
CO4 - Explain the activities within an organization and recommend suitable OD interventions.	Evaluate
CO5 - Explain the Interpersonal and Team Development.	Evaluate

### Block -I: Introduction of Organisational Development:

**Unit: 1:** Organisational Development: Introduction, Meaning and Definition,

**Unit: 2:** History of OD, Relevance of Organisational

**Unit: 3:** Development for Managers, Assumptions of OD.

### Block -II: Change Process and Models:

**Unit: 4:** Organisational Change, Strategies for Change,

**Unit: 5:** Theories of Planned Change (Lewin's change model, Action research model, Positive model),

**Unit: 6:** Action Research as a Process, Resistance to Change.

### Block-III: Process of OD

**Unit: 7:** Process of OD, Components of OD program,

**Unit 8:** OD program phases, Making an Entry,

**Unit: 9:** Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview; **Unit: 10:** Classification of OD Interventions: Team Interventions, Inter group and third party peacemaking interventions,

**Unit 11:** Comprehensive OD interventions, Structural Interventions.

### Block-IV: OD Interventions:

**Unit: 12:** Evaluating OD Interventions: Evaluation, Types of Evaluation,

**Unit: 13:** Methods of Evaluating Interventions.

**Unit: 14:** Future of OD: Organisational Development and Globalization,

**Unit 15:** Emerging Trends in OD.

### Block-V: Team Development

**Unit: 16:** Interpersonal and Team Development,

**Unit: 17:** Intergroup and Work Team Development,

**Unit: 18:** Transforming Entire Systems and Strategic Change

### Books Recommended/Suggested Readings:

1. French, W.L., Bell, C.H. and Vohra V, Organization Development: Behavioral Science

Interventions for Organization Improvement, Revised 6th Ed., Pearson.

2. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural science approach to organisational change, Goodyear, California.

3. Harvey, D.F. and Brown, D.R., An experimental approach to Organization Development, 7<sup>th</sup> Ed. Prentice-Hall, Englewood Cliffs, N.J.

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## Course Name: Group and Team in Organization

Course Code: MTMO-H 2402

Credits: 4

### Course Objectives:

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

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

S. No.	Course Outcomes	Cognitive level
1	Elaborate art and science of leadership and attain new insights about the most suited leadership style	Understand
2	Enumerate understanding of how to develop younger leaders.	Apply
3	Explain how to adapt and lead teams more effectively	Understand
4	Identify various skills related to the Interpersonal Communication.	Apply
5	Discuss importance of interpersonal trust in group decision Making.	Understand

### Block – I Introduction to Leadership

**Unit: 1:** Leadership and management of team,

**Unit 2:** Approaches to leadership,

**Unit 3:** Traits, Behavioral,

**Unit 4:** Sources of powers and influence

**Unit 5:** Leadership models, the SOAR Peak performance model.

### Block – II Leadership Styles

**Unit: 6** Contingency approach: Fiedlen Model

**Unit 7:** Situational leadership theory to effective leadership

**Unit 8:** Situational and Transformational leadership

**Unit 9:** Leadership in decision-making process.

### Block – III Leadership in times of change

**Unit 10:** Global implications

**Unit 11:** Global leaders in Indian context – Steel King: strategies approach of steel kings  
LaxmiNivas Mittal & Ratan Tata.

**Unit 12:** Group as a Medium of Learning: Developing and Change.

### Block – IV Group Cohesiveness

**Unit 13:** Influence Processes

**Unit 14:** Interpersonal Communication

**Unit 15:** Interpersonal Awareness and Feedback Process.

### Block – V Interpersonal Trust

**Unit 16:** Group Decision Making;

**Unit 17:** Group Synergy;

**Unit 18:** Team Building.

**References:**

1. Hersey P; Blanchard K and Johnson D- Management of Organisational Behaviour, Prentice-Hall
  2. Bennis, W.G. Essay in Interpersonal Dynamics. U.S.A., Dorsey Press
  3. Kolb, D. etc. Organizational Behaviour: An Experiential Approach. Englewood Cliffs, New Jersey, PHI
  4. Yukl-Leadership in Organisations, Pearson education
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## Course Name: Training and Development

**Course Code:** MTMO-H 2403

**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:

Course Outcome	Cognitive level
CO1 - Describe the concept of training and development to companies.	Understand
CO2 – Explain the various methods of training and development.	Understand
CO3 - Describe the steps of executive development programs.	Understand
CO4 - Evaluate the effectiveness of training and development programmes.	Evaluate
CO5 - Evaluate the emerging trends in training and development field.	Evaluate

### Block I: Introduction

**Unit 1:** Training and Development- concept, rationale and nature; Training, Learning and Development interface;

**Unit 2:** Theories of management training and development and practical application of these theories in today's organisations;

**Unit 3:** Training needs assessment- meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage.

### Block II: Training and Development Methodologies

**Unit 4:** Training– process and methods; human re-engineering; Principles of learning; Individual differences in learning, learning process.

**Unit 5:** Learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e- Learning; Technologies convergence and multimedia environment;

**Unit 6:** Development techniques for enhancing decision-making and interpersonal skills- case-study, in- basket exercise, special projects, multiple management Programme learning, action learning,

**Unit 7:** Syndicate work, games, action maze, role play.

### Block III: Executive Development

**Unit 8:** Importance of executive development, steps in organisation of a management development program/ executive development program, methods/ techniques of management development program; **Unit 9:** Role of development officers, administrators, consultants, designers and instructors;

**Unit 10:** Trends towards performance management and its impact on training professionals.

### Block IV: Evaluation of Training and Development

**Unit 11:** Reasons for evaluating training and development programs, problems in evaluation; Evaluation planning and data collection- statistical methods;

**Unit 12:** Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up;

**Unit 13:** Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick model of training effectiveness;

**Unit 14:** Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations.

### **Block V: Emerging Trends in Training and Development**

**Unit 15:** Career development and planning; Career development programmes and counseling; Group projects; Training for international assignments;

**Unit 16:** Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation.

**Unit 17:** EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities;

**Unit 18:** Training and development initiatives of some selected companies from private and public sectors and MNCs.

### **Books Recommended/Suggested Readings:**

1. Blanchard, P. N., Thacker, J. W., & Ram, V. A. Effective Training: Systems, Strategies, and Practices. Dorling Kindersley (India) Pvt. Ltd.
  2. Kumar, M., & Talwar, P. Human Resource Development. APH Publishing Corporation.
  3. Lynton, R., & Pareek, U. Training for Development. New Delhi: Vistaar.
  4. Noe, R. A., & Kodwani, A. D. (2012). Employee Training and Development (5th Edition ed.). Tata McGraw Hill.
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**Course Name: Total Quality Management****Course Code: MTMO-O 2401****Credit 4**

**Course Objective:** To understand the basic concepts and theories of Total quality Management. To appreciate the importance of cost of quality. To be aware of the statistical process control. To develop basic understanding of requirements of TQM.

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

S. No.	Course Outcomes	Cognitive level
1.	Demonstrate an understanding of the basic concepts and theories of Total quality Management.	Understand
2.	Explain and appreciate the importance of cost of quality	Understand
3.	Visualize and aware of the statistical process control.	Apply
4.	Demonstrate and develop basic understanding of requirements of TQM	Understand
5.	Explore application of TQM	Understand

**Block I: Introduction**

**Unit 1:** Definition, Historical Review of TQM, TQM Basic Concepts, Barriers in TQM Implementation, Benefits of TQM, 5-S PRINCIPLES, QUALITY CIRCLE

**Unit 2:** Steps in implementing TQM

**Unit 3:** strategic tools for TQM

**Block II:**

**Unit 4:** Benchmarking, Business Process Re-engineering (BPR)

**Unit 5:** Various methods of calculation of Coefficients and their analysis:

**Unit 6:** JIT – Just in time, Quality function deployment (QFD)

**Block III:**

**Unit 7:** TAGICHI'S Quality Engineering, POKA YOKE

**Unit 8:** Quality education, Quality objectives and quality policy

**Unit 9:** Quality Planning, Quality information feedback

**Block IV:**

**Unit 10:** Service Quality

**Unit 11:** TQM Culture

**Unit 12:** Quality Audits

**Block V:**

**Unit 13:** The ISO 9000 Series, Need for ISO 9000- ISO 9000-2000, Quality system, Process of Obtaining ISO Certification

**Unit 14:** Essential steps to ISO Certification, Advantages of ISO Certification, New version of ISO Standards, documentation

**Unit 15:** ISO 14000, Concepts and Requirements of 14000, Benefits of ISO 14000

**Text and Reference Books**



1. Sherman, Clayton V. "Total Management, Not Total Quality Management." *Journal For Healthcare Quality* 13, no. 1 (January 1991): 26–31. *Statistics for Management* - Richard Levin, Pearson Publishing
2. Gupta, Dr Rakesh. "Role of Total Quality Management in Education." *Global Journal For Research Analysis* 3, no. 2 (June 15, 2012): 7–8
3. Borri, Fabio, and Giuliano Boccaletti. "From total quality management to total quality environmental management." *TQM Magazine* 7, no. 5 (October 1995):
4. Ziegel, Eric R., A. Tenner, and I. DeToro. "Total Quality Management." *Technometrics* 35, no. 4 (November 1993): 466.

## **Course Name: Service operation management**

**Course Code: MTMO-O 2402**

**Credit 4**

**Course Objective:** The objective of this course is to understand major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating service organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

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

<b>S. No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Elaborate and understand major concepts and tools used in the design and use of operations systems in organizations	Understand
2.	Demonstrate discipline and the role the function plays in a value-creating service organization	Understand
3.	Emphasis is given both to familiarization of various production processes and service systems	Apply
4.	Identify quantitative analysis of problems	Apply
5.	Demonstrate issues arising in the management of service operations.	Understand

### **Block I: Introduction**

**Unit 1:** Definition and Perspectives of Services, Nature and characteristics of services

**Unit: 2** Classification of services and analyzing service operations, Strategic service vision, New service design and development

**Unit 3:** Service System Design and Delivery Process, Technology and automation, Service Encounter

### **Block II:**

**Unit 4:** Human resource planning & employee selection, People management in services Work Measurement in services

**Unit 5:** Defining Service Quality, Quality Service by Design, Service Process Control

**Unit 6:** Quality Control Tools in services, Quality philosophy and performance excellence, Service recovery and service guarantee

### **Block III:**

**Unit 7:** Process Analysis of Facility Layouts, Facility location Decision factors, Quantitative models for facility location, Service facility on a line or on a plane

**Unit 8:** Quantitative models for Facility Location, Based on different objective functions or optimization criteria, Quantitative models for multiple service facilities, Service facility design.

**Unit 9:** Forecasting demand in service, Smoothing customer demand in services, Service capacity management, Yield management

### **Block IV:**

**Unit 10:** Resource and workforce scheduling in services, Introduction to Queuing system, Queuing system Characteristics

**Unit 11:** M/M/1 Queuing Model, M/M/c QUEUING MODEL, M/M/1/N QUEUING MODEL

**Unit 12:** Service inventory management, Service supply chain, Processes of service supply chain

**Block V:**

**Unit 13:** Data Envelopment analysis – I, Data envelopment Analysis- II

**Unit 14:** Application of Simulation in Services Operations Management

**Unit 15:** Vehicle routing and scheduling

**Suggested Reading:**

1. Service Operations Management : Towards Excellence Paperback – 1 January 2019 by Nitin Joshi (Author)
2. Service Operations Management: Improving Service Delivery | Fourth Edition | By Pearson
3. Service Operations Management, Second Edition, 2nd edition David W. Parker

## **Course Name: Management of Technology**

**Course Code: MTMO-O 2403**

**Credit 4**

### **Course objectives:**

The aim of this course is:

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
5. To provide the theoretical models used in database management systems to answer business questions.

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

<b>S.No.</b>	<b>Course Outcomes</b>	<b>Cognitive level</b>
1.	Relate the basic concepts and technologies used in the field of management information systems;	Understand
2.	Compare the processes of developing and implementing information systems.	Understand
3.	Outline the role of the ethical, social, and security issues of information systems.	Apply
4.	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	Apply
5.	Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization	Understand

### **Block I:**

**Unit 1:** Managers and Information Technology

**Unit 2:** Management Involvement and Governance, Information Resource Management

**Unit 3:** Strategic Management, Operational Management, Centralization versus Decentralization

### **Block II:**

**Unit 4:** Managing IS Operations

**Unit 5:** Human Resource Management of IT

**Unit 6:** Network Management

### **Block III:**

**Unit 7:** Advanced Technology Management,

**Unit 8:** Global Information Technology Management

**Unit 9:** Cultural, Political, and Geoeconomic Challenges

**Block IV:**

**Unit 10:** Global Business and IT Strategies,

**Unit 11:** Global IT Platforms,

**Unit 12:** The Internet as a Global IT Platform

**Block V:**

**Unit 13:** Global Data Issues

**Unit 14:** Systems Development Strategies,

**Unit 15:** You and Global IT Management

**Suggested Reading**

1. Jawadekar, W.S., “Management Information Systems”, Tata McGraw Hill Private Limited, New Delhi, 2009.
2. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi.
3. Alex Leon and Mathew Leon: “Data Base Management Systems”, Vikas Publishing House, New Delhi.
4. Goyal, D.P.: “Management Information System”, MACMILLAN India Limited, New Delhi, 2008.
5. Mahadeo Jaiswal, Monika Mital: “Management Information System”, Oxford University Press, New Delhi, 2008.
6. Murthy C.S.V.: “Management Information System”, Himalaya Publications, New Delhi, 2008.
7. Panneerselvam R.: “Database Management System”, PHI Private Limited, New Delhi, 2008.

## 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.

List of Faculty associated with MBA programme is as follows:-

S. No.	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Leena Shrivastav	Associate Professor	Full-Time	Ph.D	Management
2	Dr. Neha Kumari	Assistant Professor	Full-Time	Ph.D./NET	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 Centres 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 centre in the campus. The institution is not promoting any study centres 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 on the basis of 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 left-over 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	2to4Years	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.

<b>Duration of the Programme</b>	<b>Credits</b>	<b>Name of the Programme</b>	<b>Level of the Programme</b>
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 of time. 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 Co-ordinator 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/](http://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 class rooms, 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 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.

Upon enrolling in the **MBA program (Online Mode)** at Usha Martin University, students begin a transformative journey aimed at developing critical leadership capabilities, strategic thinking, and effective team collaboration skills. The program fosters a learner-centric environment that encourages active participation, problem-solving, and innovation within organizational settings.

By the end of the program, graduates will not only possess a sound understanding of core management principles but will also be equipped to take informed and ethical business decisions. They will be capable of driving operational excellence, aligning business strategies with organizational goals, and fostering synergy across teams and departments. Whether leading their own ventures or contributing to corporate success, MBA graduates from UMU will emerge as dynamic professionals ready to meet the challenges of the global business environment.