



VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)

PALLAVARAM - CHENNAI

ACCREDITED BY NAAC WITH 'A' GRADE

Marching Beyond 30 Years Successfully

INSTITUTION WITH UGC 12B STATUS

PROGRAMME PROJECT REPORT (PPR)



MBA

Master of Business Administration



CENTRE FOR DISTANCE AND ONLINE EDUCATION

Vels Institute of Science, Technology & Advanced Studies (VISTAS)

Centre for Distance and Online Education (CDOE)

School of Management Studies and Commerce

Department of MBA

Master of Business Administration (M.B.A)

Under Semester Pattern

(From Academic Year 2023-2024 onwards)



Programme Project Report (PPR) & Regulations with Detailed Syllabus

(ODL Mode)

Master of Business Administration (MBA)

Under Semester Pattern

Programme Project Report (PPR)

(From Academic Year 2023-2024 onwards)

(i).Programme's Mission & Objectives

The main objective of an MBA degree Programme is to develop the critical thinking, analytical ability for decision making. A resume with MBA degree will give confidence and improve negotiation skills with good communication and design thinking with rational judgement. Obtaining MBA degree substantially boosts the career and employment prospects. This also kindles the entrepreneurial skill of an individual.

The ODL and OL Programme in VISTAS has earned the brand name in the educational sector of India, with NAAC and NBA accreditations as a feather to their cap. The University and department is taking all these credits to online education and open learning as more beneficiaries can enjoy the fruit of this Programme.

Mission

- To provide an affordable opportunity for diverse group of students and other stakeholders to learn by synergizing education, research, innovation and outreach efforts.
- To inculcate self-discipline, values, ethics and devotion to duty among the students to make them good citizens, leaders, professionals & entrepreneurs.
- To develop the future business leaders through imparting high quality of analytical ability & decision-making capability.
- To offer exposure to global business standards and inculcate strategic management aspiration.

(ii).Relevance of the Programme with HEI's Mission and Goals

The Programme is entirely in line with the strategic goals and its mission and vision of the Institute to provide excellent professional education, nurturing entrepreneurship and business skills for the benefit of society. The Programme is also consistent with Higher Education policy visualizes to transform society into a knowledge society and make education a tool to realize knowledge, economic development, and inclusive growth. The Programme makes the candidates to recognize the dynamics and complexities of business organizations. In congruence with goals of the VISTAS the Programme also envisages to provide skilled manpower to the professional, industrial and service sectors in the country so as to meet the global demands. The Programme also aims at making the students fit for taking up various jobs and to initiate and run self-employment ventures.

(iii).Nature of Prospective Target Group of Learners

In the digital era, skill enhancement and knowledge acquisition are the gears that help the working professional to sustain in the job and propel to greater heights in the careers.

Working Professionals and the person who are not able to continue his/her education through regular mode and would like to update themselves being at home can grab this opportunity and benefit

immensely from the distance and online mode. In this Programme the candidates will learn about various managerial and operative functions of business and organization.

Acquiring MBA – Master of Business Administration will ensure that the student successfully finds a proper job and/or improve their skills in their current job. MBA Programme is offered for those who aspire to acquire the knowledge and skills of various managerial aspects and those who wish to get entry level jobs in the sectors of Finance, Banking, Education, Automobile, IT & ITES, Fintech, Retail and stock market etc. Hence, the learners for this Programme are those who are employed and who find difficult to spend time on regular classes and would like to enhance competency by learning the domain expertise in Marketing, Human Resource, Finance, Systems and Operations Management.

(iv).Appropriateness of Programme to be conducted in ODL Mode to Acquire Specific Skills and Competence

This Programme is intended for professional’s practitioners, researchers and students from wide range of backgrounds who aim to develop their knowledge and insights pertaining to the Business. The course is designed to provide critical and applied skills to analyse, evaluate, design and implement solution and strategies with regards to business and its issues.

The following are the Programme Outcomes (PO) for the MBA – Master of Business Administration

- Apply knowledge of management theories and practices to solve business problems.
- Foster Analytical and critical thinking abilities for data-based decision making.
- Ability to develop Value based Leadership ability by self -learning.
- Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Business
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- Create, select and apply appropriate modern tools & techniques for analyzing, interpreting and solving business complexities.
- Develop an aptitude for creativity, innovation and entrepreneurship.
- Adapt life-long learning and professional development to enrich knowledge and competencies

(v).Instructional Design

The Curriculum and the Syllabus for Master of Business Administration (MBA) Programme has designed covering all the aspects of management. The Master of Business Administration (MBA) Programme is offered through the Institution in Conventional Mode also.

The Faculty Members available at School of Management Studies and Commerce of Institution will be delivering the lectures for Master of Business Administration (MBA) Programme. The credit systems suggested as per UGC-DEB ODL&OL Regulations-2020 have been assigned to Master of Business Administration (MBA) Programme. The total number of credits assigned for the Programme is 102. The Self Learning Materials in the form of print, e-content and audio / video materials wherever required has also been developed for the Programme.

(vi).Procedure of Admission, Curriculum Transaction and Evaluation

The admission for Master of Business Administration (MBA) Programme will be carried out through On-line by VISTAS-CDOE and the Counselling sessions / Personal Contact Programme (PCP) will be conducted at VISTAS-CDOE. The evaluation will be carried by VISTAS consisting of Continuous Internal Assessment (CIA) through Assignment and External Assessment through End Semester Examination (ESE).

(a). Eligibility: Any Bachelor Degree from the recognized University / Institutions.

(b). Fee Structure: For ODL: Rs.12,500 per semester (4 semesters) plus Registration charges

(c). Age: No bar

(d) Duration of Programme: 2 years (four semester)

(e). Examination System: Examination to the Master of Business Administration (MBA) Programme is designed to maintain quality of standard. The Examination for the Master of Business Administration (MBA) Programme consists of Theory Courses and Project. Examinations will be conducted by the Institute.

(1).Theory Examinations: The Theory Examinations shall be of three hours duration to each Course and conducted at the end of the semester. The candidates failing in any Course(s) will be permitted to reappear for each failed Course(s) in the subsequent examinations and it has 70% weightage.

(2). Assignments: The Scheme of Evaluation includes the Continuous Internal Assessment through Assignments and it carries 30% weightage.

(3). Question Pattern for Theory Examinations

Max. Marks: 70 Time: 3 hours

PART – A (10x2 =20 Marks)

Answer any **TEN** questions out of **TWELVE** questions

[All questions carry equal marks]

- (1).From Block - I
- (2).From Block - I
- (3).From Block - II
- (4).From Block - II
- (5).From Block-III
- (6).From Block-III
- (7).From Block-IV
- (8).From Block-IV
- (9).From Block-V
- (10).From Block-V
- (11).Questions can be from any two different blocks
- (12).Questions can be from any two different blocks

PART – B (5X8=40 Marks)

Answer any **FIVE** questions out of **SEVEN** questions

[All questions carry equal marks]

- (13).From Block - I
- (14).From Block – II
- (15).From Block - III
- (16).From Block - IV
- (17).From Block-V
- (18).Questions can be from any two different blocks
- (19).Questions can be from any two different blocks

PART - C (1x10=10 Marks)

- (20).CASE STUDY (Covering the Whole Course)

(4). Passing Minimum for Theory Examination

The Candidate shall be declared to have passed the examination if the candidate secures not less than 35 marks in the End Semester Examination (ESE) in each theory paper and secures not less than 15 marks in the Continuous Internal Assessment (CIA) and overall aggregated marks is 50 marks in both external and internal taken together.

Continuous Internal Assessment (CIA)		End Semester Examination (ESE)		Overall Aggregated Marks	
Minimum Pass Mark	Maximum Mark	Minimum Pass Mark	Maximum Mark	Minimum Pass Mark	Maximum Mark
15	30	35	70	50	100

(5). Classification of Successful Candidate: Candidates who pass all the Courses and who secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.

(f). Delivery of Programme

Master of Business Administration (MBA) Programme will be offered through VISTASCDOE. The Assistant Professors/Associate Professors/ Professors of relevant faculty employed in VISTAS and other HEIs are eligible to handle Academic Counselling / PCP in VISTAS-CDOE for Master of Business Administration (MBA) Programme.

(g). Financial Assistance

Scholarships for SC/ST category are available as per the norms of the State Government of Tamil Nadu. Complete Admission fee waiver for the Physically Challenged/ Differently abled persons.

(h). Policy of Programme Delivery

The Academic Calendar for the Programme will be available for the learners to track down the chronological events/ happenings. The Academic Counselling/ Personal Contact Program (PCP) schedule will be uploaded in the VISTAS website and the same will be intimated to the students through SMS.

(i). Ranking

The Institute Rank shall be offered for the toppers (First Rankers) in the Institute Examination having passed their examinations in the first appearance within the prescribed duration of the respective Programme. Absence from an examination shall not be taken as an attempt. The top scorers in the Institute Rank Examination would be declared as Institute Rank Holders, irrespective of their grades/marks in their respective Institute Term End Examinations. Rank Certificate will be issued for a Programme as follows:

- There is no Rank if the learner strength of concerned Programme is below fifty.
- The learner's strength of the Programme concerned will be indicated in the Rank Certificate.
- The first Rank holder (gold medalist) will be eligible to get the rank certificate in the Institute convocation ceremony.

(j). Cancellation of Admission

Admission is liable to be cancelled at any stage on the following grounds. A candidate admitted to a Programme provisionally without verifying and ascertaining his / her eligibility for admission and found ineligible later through scrutiny of the filled-in admission form. Suppression of facts, furnishing incomplete, wrong or false information in filled-in Admission Form. Misconduct, Indiscipline and Violation of Institutions Norms, Rules & Regulations.

(k). Refund

If found ineligible later on, admission will be cancelled and claim for refund of such fees will be considered by the Institute after deduction of service charges, as applicable from time to time as per prevailing norms of the Institute.

(vii). Requirement of the laboratory support and Library Resources

Since it is only theoretical concept papers and discussions will be carried out about cases and explanation will be given through video mode, hence there is no Lab requirement for Master of Business Administration (MBA) Programme. Library Books, Journals are available at VISTAS main Library and Department Library in print version and E-version

(viii). Cost Estimate of the Programme and the Provisions

S. No	Details	Amount in (Rs.)
1.	Programme Development, Delivery and Maintenance (Expenditure)	Rs.29,36,976/-
2.	Program fee Charged for 1 Semester (Income) ODL	Rs.12,500/-
3.	Examination fee Charged for 1 Semester (Income)	Rs.3,500/-
4.	Examination Expenses per student for 1 Semester (Expenditure)	Rs.3,300/-

(ix).Quality assurance mechanism and expected Programme Outcomes

VISTAS-CDOE, Centre for Internal Quality Assurance (CIQA) will monitor the delivering aspect of Master of Business Administration (MBA) Programme for maintaining quality. Feedback will be collected from the Learners and success story if any will also be shared with learners.

Programme Educational Objectives (PEOs)

PEO1: To provide best quality of education and prepare the students to meet global standards and competitive environment

PEO2: To inculcate team spirit and leadership capabilities among students to develop business leaders attain organizational development

PEO3: To impart ethical and moral values to create better citizens and society

PEO4: To develop entrepreneurial skills to think strategically and encourage them to become entrepreneurs

PEO5: To motivate self-learning students to participate in community development and undertake Industry research projects

Programme Outcomes (POs)

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze 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.

PO6: Create, select and apply appropriate modern tools and techniques for analyzing, interpreting and solving business complexities.

PO7: Develop an aptitude for creativity, innovation and entrepreneurship.

PO8: Adapt life-long learning and professional development to enrich knowledge and Competencies

Programme Specific Outcomes (PSOs)

PSO1: Apply multidisciplinary domain knowledge comprising of Accounting, Finance, Operations, Marketing and Human Resources Management to select suitable project proposal for a business enterprise.

PSO2: Assess global opportunities and challenges to contribute towards firm's growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

PSO3: Utilize critical awareness in current issues (e.g., Diversity, Social Responsibility, Sustainability, Innovation, Knowledge Management, etc.) in business and management and exhibit ability to lead research and practice in the core domain.

Master of Business Administration (M.B.A)-ODL Mode Semester Pattern

M.B.A-Programme Structure (Total Credits: 102)

First Year-First Semester

S.No	Course Code	Course Title Category	No. of Credits	Marks Distribution		Max. Marks	Pass Marks
				*CIA	*ESE		
1	DCMBA-11	Management Principles and Organizational Behaviour	4	30	70	100	50
2	DCMBA-12	Business Statistics	4	30	70	100	50
3	DCMBA-13	Managerial Economics	4	30	70	100	50
4	DCMBA-14	Financial Reporting , Statements and Analysis	4	30	70	100	50
5	DCMBA-15	Legal and Business Environment	4	30	70	100	50
6	DCMBA-16	Business Communication and Soft Skills	4	30	70	100	50
7	DCMBA-17	Computer Applications for Business	4	30	70	100	50
Total First Semester			28	210	490	700	

First Year-Second Semester

S.No	Course Code	Course Title Category	No. of Credits	Marks Distribution		Max. Marks	Pass Marks
				*CIA	*ESE		
8	DCMBA-21	Quantitative Techniques	4	30	70	100	50
9	DCMBA-22	Financial Management	4	30	70	100	50
10	DCMBA-23	Human Resources Management	4	30	70	100	50
11	DCMBA-24	Marketing Management	4	30	70	100	50
12	DCMBA-25	Operations Management	4	30	70	100	50
13	DCMBA-26	Research Methodology	4	30	70	100	50
14	DCMBA-27	Corporate Social Responsibility and Sustainability	4	30	70	100	50
Total Second Semester			28	210	490	700	

Second Year-Third Semester

S.No	Course Code	Course Title Category	No. of Credits	Marks Distribution		Max. Marks	Pass Marks
				*CIA	*ESE		
15	DEMBA-31	Investment Analysis and Portfolio Management	4	30	70	100	50
16	DEMBA-32	Financial Markets and Services	4	30	70	100	50
17	DEMBA-33	Consumer Behaviour	4	30	70	100	50
18	DEMBA-34	Product and Brand Management	4	30	70	100	50
19	DEMBA-35	Employee Relations	4	30	70	100	50
20	DEMBA-36	Performance Management Systems	4	30	70	100	50
21	DEMBA-37	Team Dynamics at Work	4	30	70	100	50
Total Third Semester			28	210	490	700	

Third Year-Fourth Semester

S.No	Course Code	Course Title Category	No. of Credits	Marks Distribution		Max. Marks	Pass Marks
				*CIA	*ESE		
22	DRMBA41	Project	12	100	200	300	150
23	DCMBA42	Entrepreneurship in Practice	4	30	70	100	50
24	DCMBA43	Universal Human Values	2	30	70	100	50
Total Fourth Semester			18	160	340	500	

*CIA-Continuous Internal Assessment / *ESE-End Semester Examination

Name of the MBA Programme Coordinator and Faculties

S.No	Name
1	Dr.S.Sudha , Professor, Programme Coordinator for MBA Programme
2	Dr.Ashok Kumar Katta , Associate Professor- Regular Faculty for MBA Programme
3	Dr.L.Sudha , Assistant Professor- Regular Faculty for MBA Programme
4	Dr.C.Saraswathy , Assistant Professor- Regular Faculty for MBA Programme

Master of Business Administration (MBA)

Detailed Syllabus

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Management Principles and Organizational Behaviour
Course Code	:	DCMBA-11
No.of Credits	:	4

Course Objectives

- **CO1:** To describe the fundamentals of Management, significance, scope of management, levels of manager, functions of a manager and basics of organizational behavior.
- **CO2:** To discuss the development of management thought.
- **CO3:** To examine and analyze the behavior of individuals and groups in organizations by understanding the concepts of learning, attitudes & perceptions.
- **CO4:** To understand about the organizational structure, its types, decentralization and delegation of the authority.
- **CO5:** To identify the communication process, theories of motivation and types of leadership.

Block-1: Introduction to Management

Concept of Management -Evolution of Management thought, Management Process -OB -Model – Contributing disciplines of OB -Management by Objectives.

Block-2: Individual Process in Organization

Foundation for Individual Behavior – Learning -Attitude and Values - Personality and Perception – Motivation.

Block-3: Interpersonal Process in Organization

Communication -Group Behavior – Leadership - Decision Making.

Block-4: Organizational Process

Dimensions of Organization Structure -Authority, Responsibility and Accountability - Centralization and Decentralization.

Block-5: Organizational Development

Organizational Change - Organizational Development - Stress Management- Business -Ethics and Corporate Social Responsibility.

References Books

1. Chand S.N (2009), Management: Concepts, theory and practices, Atlantic Publishers, New Delhi.
2. Charles W.L Hill and Steven L McShane (2007), 'Principles of Management, McGraw Hill Education, Special Indian Edition.

3. Don Hellriegel, Susan E. Jackson and John W. Slocum (2008), Management- A competency based approach, 11th edition, Thompson South Western.
4. Fred Luthans (2010), Organizational Behavior, 12th Edition, Tata McGraw Hill Education.
5. Gupta R.N (2013), Principles of management, 4th Edition, S. Chand & Company Ltd. New Delhi.
6. Robbins.S.P (2018). Fundamentals of Management, Pearson Education, Delhi, India.

Journals

1. Ali, Imran (2019), Personality traits, individual innovativeness and satisfaction with life, Journal of Innovation & Knowledge, Vol: 4,Pp: 38-46
2. Andreis, Federico de (2020), A Theoretical Approach to the Effective Decision Making Process, Open Journal of Applied Sciences , 10(6), Pp: 287-304
3. Al-Malki, Mohammed (2018), Leadership Styles and Job Performance: a Literature Review, Journal of International Business Research and Marketing,3(3),Pp:40-59
4. Marcinkowski, Tom (2019), Reviews of research on the attitude–behavior relationship and their implications for future environmental education research,25(4), Pp: 459-471

Web links

- <https://us.sagepub.com/en-us/nam/principles-and-practices-of-managementand-organizationalbehaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era.>
- <https://courses.lumenlearning.com/wmopenorganizationalbehavior/chapter/management-theory-and-organizational-behavior/>
- <https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx>

Course Outcomes

After completion of this Course, the learners will be able to:

- **COC1:** Discuss about the management and its historical development.
- **COC2:** Analyze the behavior of individuals and groups in organizations.
- **COC3:** Summarize the perceptions, learning, attitudes, and motivation in organizations.
- **COC4:** Analyze the teams and organizations, evaluating transaction analysis.
- **COC5:** Assess the knowledge about the organization structure and its types.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Business Statistics
Course Code	:	DCMBA-12
No.of Credits	:	4

Course Objectives

- **CO-1:** To impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.
- **CO-2:** To focus on more practical than theoretical.
- **CO-3:** To do statistical analysis informs the judgment of the ultimate decision-maker-rather than replaces it-some key conceptual under pinning of statistical analysis will be covered to insure the understandability of its proper usage.

Block-1: Introduction- Introduction to Statistics- Collection of Data- Measures of Central Tendency- Measures of Dispersions.

Block-2: Probability Theory - Introduction to Probability- Addition Theorem of probability Conditional and Multiplication Theorem of probability-Bayes' Theorem of probability.

Block-3: Correlations and Regression – Correlation - Methods of Correlation - Partial and Multiple Correlations - Regression Analysis.

Block-4: Testing of Hypothesis - Introduction to testing of hypothesis - Student “t” test -Chi-square test - Analysis of Variance.

Block-5: Index numbers and Time series analysis - Introduction to Index Numbers-Construction of Price Index Numbers - Introduction to Time Series Methods for finding the trend values.

References Books

1. Berenson M., Levine D., Szabat K.A. and Krehbiel T.C. Basic Business Statistics: Concepts and Applications, Pearson Higher Education AU (2012).
2. Beri, "Business Statistics" Tata McGraw Hill, 2nd Ed, 2009
3. Keller. G, "Statistics for Management", Cengage Learning, 1st edition, 2009.
4. McEvoy, David M. A Guide to Business Statistics, John Wiley and Sons (2020).
5. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd edition, 2018.
6. Sharpe N.R., De Veaux R.D., Velleman P.F., Wright D. and Bock D.E. Business Statistics, Boston, MA: Addison Wesley (2010).

Journals

1. Dancer, Diane, Kellie Morrison, and Garth Tarr. "Measuring the effects of peer learning on students' academic achievement in first-year business statistics." *Studies in Higher Education* 40.10 (2015): 1808-1828.

2. Bell, James A. "Statistics anxiety and business statistics: The international student." *Education* 129.2 (2008): 282-287.
3. Dutton, John, and Marilyn Dutton. "Characteristics and performance of students in an online section of business statistics." *Journal of Statistics Education* 13.3 (2005).
4. Hillmer, Steven C. "A problem-solving approach to teaching business statistics." *The American Statistician* 50.3 (1996): 249-256.
5. Shanker, Melissa Carey, and Joseph H. Astrachan. "Myths and realities: Family businesses' contribution to the US economy-A framework for assessing family business statistics." *Family business review* 9.2 (1996): 107-123.

Web links

- <https://www.statisticshowto.com/business-statistics/>
- <https://machinelearningmastery.com/statistical-hypothesis-tests/>
- <https://d3bxy9euw4e147.cloudfront.net/oscmsprodcms/media/documents/IntroductoryBusiness Statistics-OP.pdf>
- <https://statisticsbyjim.com/basics/probability-distributions/>
- <https://www.khanacademy.org/math/cc-sixth-grade-math/cc-6th-datastatistics/meanand-median/v/statistics-intro-mean-median-and-mode>
- <http://kamarajcollege.ac.in/Department/Commerce/II%20Year/002%20Core%206%20-%20Business%20Statistics%20-%20III%20Sem.pdf>
- <https://www.khanacademy.org/math/statistics-probability/describingrelationships-quantitative-data/more-on-regression/v/regression-line-example>
- <https://www.khanacademy.org/math/probability/xa88397b6:scatterplots/estimatingtrend-lines/v/correlation-and-causality>

Course Outcomes

After completion of this Course, the learners will able to:

- **COC-1:** Explain and evaluate various measures of central tendency and measures of dispersion
- **COC-2:** Estimate probabilities by applying probability theory
- **COC-3:** Calculate correlation, regression and rank correlation
- **COC-4:** Construct hypotheses and test them by applying statistical tools.
- **COC-5:** Apply Time Series Analysis in Market Prediction Rates

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Managerial Economics
Course Code	:	DCMBA-13
No.of Credits	:	4

Course Objectives

- **CO-1:** To study the concept of Managerial Economics by applying a series of basic economics principles.
- **CO-2:** To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.
- **CO-3:** To analyse how to incorporate a global perspective to their managerial economics box of tools.

Block-1: Introduction to Managerial Economics

Managerial Economics- Meaning – Characteristics and Subject Matter - Nature and Scope of Managerial Economics - Fundamental Principles of Managerial Economics - Risk and Uncertainty.

Block-2: Demand and Supply Analysis

Law of Demand – Exceptions to Law of Demand – Elasticity of Demand -Factors Influencing Elasticity of Demand - Law of Supply – Elasticity of Supply – Factors Influencing Elasticity of Supply - Demand Forecasting – Objectives – Methods – Criteria of Good Forecasting Methods- Pricing Policy and Cost.

Block-3: Production and Cost Analysis

Production – Meaning – Factors of Production – Production Function – Cobb Douglas – CES – Leontief- Economies and Diseconomies of Scale-Theory of Production – Law of Variable Proportion – Law of Return to Scale - Cost of Production - – Money Cost- Real Cost – Explicit Cost – Implicit Cost – TC, TFC, TVC, AC, AFC, AVC – Cost output relationship short run and long run.

Block-4: Price and Output Determination in Markets

Perfect Competition – Features – Price and Output Determination in Short Run and Long Run – Monopoly – Price Discrimination- Simple Monopoly and Discrimination Monopoly - Monopolistic Competition – Features - Price and Output Determination in Short Run and Long Run - Oligopoly Competition – Features f Oligopoly – Types and Sweezy’s model of Kinked demand curve.

Block-5: Factor Pricing – Marginal Productivity-Ricardian Theory of Rent-quasi rent- Wage Theory – Classical Theory of Interest- Liquidity Preference theory – Profit concepts & Analysis.

Text Books

1. Dean Joel, Managerial Economics, PHI, New Delhi, 1976, First Edition.
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi; 1983, First Edition.

Reference Books

1. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases Sultan Chand, New Delhi, 2003.
2. K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988.

Web links

- <https://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and-scope/>
- <https://theinvestorsbook.com/managerial-economics.html>
- <https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature-principles-scope>

Course Outcomes

After completion of this Course, the learners will able to:

- **COC1:** Define the basic elements of managerial economics aspects of the firm.
- **COC2:** Discuss the demand analysis decisions methods as to forecasting
- **COC3:** Apply the managerial decision functions of the firm.
- **COC4:** Examine and elaborate the basic theories related to business practices
- **COC5:** Appraise on the decision environment.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Financial Reporting, Statements and Analysis
Course Code	:	DCMBA-14
No.of Credits	:	4

Course Objectives

- **CO-1:** To think in a new and more creative way when analyzing or forecasting financial information.
- **CO-2:** To introduce new tools common to financial statement analysis and how to use them in practical applications.
- **CO-3:** To understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information.

Block-1: Introduction to Management Accounting

Management Accounting – Introduction , Management Accounting – Meaning and Definitions, Emergence of Management Accounting, Objectives of Management Accounting, Characteristics of Management Accounting, Scope of Management Accounting, Functions of Management Accounting, Distinguish between management and cost accounting, Distinguish between management and Financial accounting, Importance of Management Accounting, Users of Management Accounting Information, Advantages & Limitations of Management Accounting- Accounting Concepts and Conventions: Introduction, Accounting conventions : Meaning, Important Accounting Conventions, Accounting concepts: Meaning, Accounting concepts: Types, Differences between accounting concept & accounting convention, Key characteristics of accounting information- Concepts of Accounting Standards, Benefits of Accounting Standards, Procedure for issuing AS in India, Salient features of First Time Adoption of Indian Accounting Standards (Ind- AS): 101, Currently Prevailing Accounting Standards in India. International Financial Reporting Standards, Need and procedure of IFRS, Convergence to IFRS, Distinction between Indian AS & International AS - Book- keeping, System of Book – Keeping, Types of accounting & accounting rules, Meaning of Journal & its format, Meaning of Ledger & its format, Posting and Balancing the Ledger, Subsidiary Books of Accounts, Meaning & Objectives of Trail Balance, Preparation of Trial Balance, Guidelines for preparing Trail balance- Income Statement, Method of preparing the Trading Account, Profit and Loss Account, Method of preparing the Profit and Loss Account, Balance Sheet Meaning & Format, Classification of Balance Sheet Items, Distinction between Trial balance and Balance Sheet.

Block-2: Analysis of Financial Statements

Financial Statements analysis Meaning & Definition, Objectives of Financial Analysis, Uses of Financial Analysis, Process of Financial Statement Analysis, Tools or Techniques of Financial Statement Analysis, Limitations of Financial Statement Analysis. Meaning of accounting Ratio, Procedure for computation of ratios, Objectives of ratio analysis, Types of ratios, Profitability ratio, Liquidity ratio, Activity ratio, Solvency ratio, Advantages of ratio analysis, Limitations of ratio analysis-Meaning of Comparative Statements, Features of Comparative Statements, Types

of Comparative Statements, Advantages of Comparative Statements, Disadvantages of Comparative Statements, Meaning of Common-Size Statement, Features of Common-Size Statement, Types of Common-Size Statement, Advantages of Common-Size Statement, Limitations of Common-Size Statement, Trend Analysis, Procedure for Calculating Trends.

Block-3: Funds Flow and Cash Flow Analysis

Concept of Funds, Flow of Funds,, Importance and Utility of Funds Flow Analysis, Preparation of Funds Flow Statement, Procedures for Preparing Funds Flow Statement, Advantages of Fund Flow Statement, Limitations of Fund Flow Statement. Objective of Cash Flow Statement, Uses of cash flow statement, Difference between Fund Flow Statement and Cash Flow Statement, Limitations of Cash Flow Statements, Classification of cash flow statement, Preparation of a cash flow statement.

Block-4: Capital Budgeting

Capital Budgeting Meaning & Definition, Objectives of Capital Budgeting, Nature of capital budgeting, Significance of capital budgeting, Scope of the capital budgeting, Process of capital budgeting, Kinds of capital Budgeting Decisions, Methods of capital budgeting, Limitations of Capital Budgeting. Marginal Costing – Introduction, Marginal Cost and Marginal Costing, Characteristics of Marginal Costing, Advantages of Marginal costing, Limitations of Marginal Costing, Absorption costing and marginal costing, Distinction between absorption costing and marginal costing, Cost-Volume-Profit analysis, Application of Marginal Costing Techniques.

Block-5: Budgeting and Financial Reporting

Budgeting – Introduction, Definition of Budget and Budgeting , Budgetary control, Essentials of Budgeting and Budgetary control, Advantages and Limitations of Budgetary control system, Organization for budgetary control system, Classification of Budgets, Zero Base Budgeting-Meaning & Definition of Financial Reporting, Objectives of Financial Reporting, Importance of Financial Reporting, Users of financial reports, Concept of Financial Reporting, Qualitative characteristics of information in financial reporting, Role of SEBI, Disclosure requirements of IFRS, Challenges in financial reporting.

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1. M.Y.Khan&P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd.,10th edition, 2004.
2. Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition, 2007.
3. R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall IndiaLtd., New Delhi 5th edition, 2014.
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- <https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses- process>
- <https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis>

Course Outcomes

After completion of the course, Financial Reporting, Statements and Analysis the student will be able to:

- **COC1:** State the importance of common accounting standards.
- **COC2:** Estimate Budgeting and Financial Reporting.
- **COC3:** Prepare financial statements through ratio analysis.
- **COC4:** Analyze financial reports of financial instruments, mutual funds.
- **COC5:** Analyze cash flow and fund flow statement.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Legal and Business Environment
Course Code	:	DCMBA-15
No.of Credits	:	4

Course Objectives

- **CO1:** To create the knowledge of Legal perspective and its practices to improvise the business.
- **CO2:** To describe the nature and classes of contracts.
- **CO3:** To identify the elements needed to create a contract.
- **CO4:** To read, interpret the various act related to business, property and business.
- **CO5:** To identify the rights related to copyrights and patents.

Block-1: Indian Contract 1872

An Introduction to Legal Business Environment and Indian Contract Act- Formation of Contracts; Definition, meaning of Contract and Agreement- Essential elements of a valid Contract- Principles of Contract Laws- Rules Related to offer and acceptance-Rules Related to Free Consent, Consideration- Lawful Object and Capacity of the parties, Classification of Contracts -Quasi Contracts and its types-Remedies for breach of Contract- Suit for Damages- Discharge of contract- Case Study.

Block-2: Special Contract Act

Introduction of the Unit- Contract Management- Performance of Contract- Sale of Goods Act- Doctrine of caveat emptor- Distinction between Sale- agreement to sell and hire purchase- Condition & Warranty-Types of Goods, Rights of Unpaid seller- Laws of Agency- types of agent- Duties and Rights of Principal- Duties and Rights of Agent- Creation of Agency- Termination of agency- Bailment- Pledge- Guarantee- Indemnity- Case Study.

Block-3: Transfer of Property Act

Introduction of Unit- Rules of Transfer of Property in goods- Consumer Protection Act- Rights of Consumer- Remedies available in consumer protection Act- Performance of Contract- Business Organizations- Hindu Undivided Family- Partnership Kinds of partnership- Sole Proprietorship.

Block -4: IPR and Negotiable Instrument Act

Intellectual Property- Concept- Copy Rights-Trade Mark- Trade Secret- Guidelines to protect-IPR- Procedure to file IPR-Negotiable Instruments Act- Definition- Essential Lecturer-Characteristics of a Negotiable Instrument- Promissory Note- Bill of Exchange- Cheque-Types of crossing- Discharge of Negotiable Instruments.

Block-5: Companies Act 2013

Introduction of the Unit- Company Meaning- Definition- Concept Characteristics of Company- Memorandum of Association Articles of association- Prospectus, Powers, and legal position of Directors, Classification of Company, Other Kinds of companies, Private Company and, Public Company, Appointment, -Board -M.D and Chairman - Their powers, Winding up of company.

Text Books

1. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
2. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013.
3. P.P.S.Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

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- <https://www.indiastudychannel.com/resources/.6169-What-LegalEnvironment.aspx>
- <https://www.lawteacher.net/free-law-essays/international-law/the-law-thatregulates-businesses-in-united-state-of-america-international-law-essay.php>

Course Outcomes

At the end of the Course, the students will be able to:

- **COC1:** Draft a simple employment contract.
- **COC2:** Arrange the basics elements of contracts and classifications of contract.
- **COC3:** Improve their awareness and knowledge about functioning of local business.
- **COC4:** Improve their awareness and knowledge about functioning of global business.
- **COC5:** Gather knowledge on movement of business enterprises.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Business Communication and Soft Skills
Course Code	:	DCMBA-16
No.of Credits	:	4

Course Objectives

- **CO1:** To learn about the communication skills.
- **CO2:** To apply it in practical business situations, written exercises & e-mails, and letters: Re- writing and re-framing of sentences are being delivered.

Block-1: Essentials of Business Communication

Introduction to business communication - Communication process- 7Cs of effective skills.

Block-2: Business Reports

Business Reports - Written Communication - New Age Communications Channels.

Block-3: Etiquette and Interview

Body Language and Etiquettes – Interview- Curriculum Vitae / Resume writing.

Block-4: Meetings, Circular, Letters

Company meetings Notice- Agenda and Minutes of Meetings - Circular letter.

Block-5: Soft Skills

Text Books

1. Kaul& Asha, Effective Business Communication, PHI 2nd Edition, 2006.
2. Sanjay Kumar &Pushpalatha, Communication Skills, Oxford University Press, 2011.

Reference Books:

1. Lesikar R.V &Flatly M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.
2. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

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1. <https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php>
2. https://www.atctraining.com/soft_skills_definition_of_communication.htm
3. <https://www.jobwise.co.uk/the-importance-of-soft-skills-in-business/>

Course Outcomes

At the end of the course the student should be able to:

COC1: Recall the basics of communication and its process, elements, and importance.

COC2: Evaluate the effectiveness of revising, checking, and proofreading the messages.

COC3: Discuss the concept of Etiquette and significance of Interviews.

COC4: Identify different types of letters to make effective internal and external correspondence.

COC5: Participate in Group Discussions and use time management techniques.

Programme	:	M.B.A
Year/Semester	:	First Year / First Semester
Course Title	:	Computer Applications for Business
Course Code	:	DCMBA-17
No.of Credits	:	4

Course Objectives

- **CO1:** To introduce the essential concepts necessary to make effective use of the computer.
- **CO2:** Theoretical knowledge transfer recording computers and their relevance for business data storing and maintenance.
- **CO3:** To make the student literate with the computer using word-processing and spreadsheet for personal and business use.

Block 1: Introduction

History of Computer – Definition - Types of Computers –Desktop Computer – Laptop-Functions of Computer – Computer Functionality - Application and Current Trends for Business Related Problems.

Block 2: Hardware & Software

Hardware System – Types of Hardware - Input, Storage and Output Devices – Internal and External Parts of Hardware – Software- System Software- Operating System (OS) such as Microsoft Windows and Macintosh - Application Software– Internet.

Block 3: Microsoft Word

Microsoft Word – History- Version – Features of Word Such as File Creation - Formatting, Editing, Paragraph Formatting - Inserting Header and Footer and Page Number- Inserting –Tables- Inserting Symbols- Print Review and Printing.

Block 4: Microsoft Excel

Microsoft Excel – History - Version - Features of Excel Such as File Creation – Formatting- Editing- Organizing the Worksheet - Formulas/Functions- Sorting- Filters - Creating Charts- Print Review and Printing.

Block 5: Microsoft PowerPoint

Microsoft PowerPoint – History- Version - Features of PowerPoint Such as File Creation- Slide Creation- Formatting – Editing- Adding Transitions and Animation- Print Review and Printing.

Text Books

Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.

Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992.

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2. Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGrawHills, 2007
3. N.D.Birrell, M.A. Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
4. Sanjay Saxena, A first course in computers, Vikas Publishing House Pt. Ltd. 2000

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<https://visionarybusinessperson.com/computer-application-in-business/>

Course Outcomes

At the end of the course, students would be able to

- **COC1:** Evaluate the Fundamentals of Computer with Regard to its Safety.
- **COC2:** Explain The Basics of Hardware and Software.
- **COC3:** Identify Different Components of Hardware Systems, Cables and Assemblies.
- **COC4:** Discuss About the File Management and Word Processing.
- **COC5:** Theoretically Explain Working With Graphics & DTP, Document Commands, Mail Merge and Spreadsheets.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Quantitative Techniques
Course Code	:	DCMBA-21
No.of Credits	:	4

Course Objectives

- **CO1:** To understand the significance of analytical techniques in decision making.
- **CO2:** To apply on the application of Operations Research to business related problems.

Block 1-Linear Programming

Operations Research- Linear Programming Problems (LPP) and its Formulation - Graphical Method Simplex Method.

Block 2 -Transportation and Assignment

Transportation Problems - Initial Solution: North West Corner Rule and Least Cost Method-Initial Solution: Vogel's Approximation Method - Balanced and Unbalanced Assignment Problems.

Block 3 -Network Models

Basic Terminologies - Network Models - Critical Path method (CPM) -Program Evaluation Review Technique (PERT).

Block 4 -Game Theory

Zero-sum games and Non-zero-sum games -Pure & Mixed Strategy - Maximin–Minimax Principle-Dominance Property.

Block 5- Queuing and Simulation

Queuing System - Queuing models: Birth and Death Model – Simulation -Simulation Models

References Books

1. A. Ravindren, Don T. Phillips and James J. Solberg, Operations Research Principles and Practice, John Wiley and Sons, 2nd edition, 2000.
2. Frederick Hillier, Gerald J. Lieberman, Bodhibroto Nag, Preetam Basu, "Introduction to Operation Research", McGraw Hill, 11th edition, ISSN: 9354601200, 2021.
3. Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 8th Edition / Prentice Hall of India, 2007.
4. Sankar P. Iyer, Operations Research, Tata McGraw-Hill Education,2008
5. Tulsian, P. C., Vishal Pandey, Quantitative Techniques – Theory and Problems, Pearson Publications, 2006.

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2. Ms. Tahereem Bardi , “A Study on Operations Research and Application of Game Theory”, International Journal of Innovative Science and Research Technology, V- 2(10), ISSN No:- 2456 – 2165, 2017.

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Course Outcomes

After completion of the course, the student will be able to:

- **COC1:** Construct linear programming models and explain the solution.
- **COC2:** Synthesize and evaluate transportation, assignment problems.
- **COC3:** Synthesize and evaluate network models.
- **COC4:** Synthesize and assess game theory.
- **COC5:** Evaluate the Queuing System.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Financial Management
Course Code	:	DCMBA-22
No.of Credits	:	4

Course Objectives

- **CO1:** To familiarize the students with the various sources of Finance which a business house can mobilize.
- **CO2:** To develop the ability to measure the risk and return of various the portfolios.
- **CO3:** To develop the skills to analyze the impact of various financing alternatives on the wealth maximization and valuation of the firm.

Block-1: Financial Management – Meaning and Scope

Nature of Financial Management - Financial System - Time Value of Money and Financial Planning.

Block-2: Capital Budgeting Decisions

Capital Budgeting -General Methods in Capital Budgeting Risk Analysis in Capital Budgeting.

Block-3: Source of Finance, Cost of Capital & Leverage

Long Term Sources of Finance - Cost of Capital –Leverage.

Block-4: Dividend Decisions and Financing Decisions

Dividend Policy and Decisions - Dividend Theories - Capital Structure.

Block-5: Liquidity Decisions

Principles of Working Capital- Receivables Management and Factoring- Inventory Management and Cash Management.

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1. Brealey R.A and Myers S.C (1988), Principles of Corporate Finance, New York: (13th Edition), McGraw Hill Book Company,
2. Chandra, Prasanna, (2011), Financial Management: Theory and Practice. New Delhi: (8th Edition), Tata McGraw Hill Publishing Co. Ltd.
3. D. Chandra Bose (2010), Fundamentals of Financial Management, (2nd Edition), PHI Learning India PVT Ltd., www.phindia.com.
4. Eugene F. Brigham | Michael C. Ehrhardt (2017), Financial Management Text and cases, (15th Edition) , C engage learning.
5. Hampton John J. (1994), Financial Decision Making: Concepts, Problems and Cases. New Delhi: (Fourth Edition), Prentice-Hall of India Pvt. Ltd.

6. M.Y. Khan & P K Jain (2018), Financial Management Text, problem and cases – (8th Edition), Tata McGraw Hill Publishing Co. Ltd.
7. Pandey I.M (2021), Financial Management. New Delhi: (12th Edition), Vikas Publishing House Pvt. Ltd.
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9. Rajiv Srivastava & Anil Misra (2011), Financial Management, (Second Edition) , Oxford University Press, Chennai.
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11. Chen, J.J. 2004. Determinants of capital structure of Chinese-listed firms. Journal of Business Research. 57(12): 1341-1351.

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- www.moneycontrol.com/stocks/marketinfo/bonus/homebody.php?sel_year=2022

Course Outcomes

The end of the Course, learners will be able to:

- **COC1:** Describe about various financial management concepts.
- **COC2:** Categorize and analyze different capital budgeting techniques.
- **COC3:** Estimate cost of capital for long term source of finance.
- **COC4:** Outline various capital structure theories and dividend theories.
- **COC5:** Analyze working capital management techniques to maximize the shareholders' value.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Human Resources Management
Course Code	:	DCMBA-23
No.of Credits	:	4

Course Objectives

- **CO1:** To teach relevant, practical and applicable human resource Management skills to equip the student with the foundation competencies for working as HR practitioners in business.
- **CO2:** To highlight the important challenges facing Managers and employees in today's business climate.
- **CO3:** To introduce contemporary theory and practice in modern human resource Management and the range of tools and methods available to address HR challenges and problems.

Block-1: Human Resources Management

Introduction to HRM - HR Policies & procedures - Qualities, Roles & responsibilities of HR Managers - HR as a factor of Competitive Advantage

Block-2: Human Resource Process

Human Resource Planning & Job Analysis and Design - Recruitment - Selection and - Placement Process, interviews -Orientation & Induction - Determining training needs Analysis, Delivery Methodology, Evaluation, Capacity Building.

Block-3: Managing Careers

Career Planning & Development, Employee development- Career stages – Career Choices and Preference-Mentoring and Coaching s, Time Management. HRIS-Employee Separations, Downsizing & Outplacement, Fundamentals of Industrial Relations and Fundamentals of Labor Laws.

Block-4: Performance Management

Purposes of Performance Management, Performance Appraisal Methods, merits, demerits - Punishments and Promotion - Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits

Block-5: Contemporary issues in HRM

Talent Management, Competency Mapping, Industrial Relations, Health & Safety issues, grievance handling, Work Life Balance, Quality of Work Life, HRD in India

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4. Angela Baron and Michael Armstrong, (2007) Human Capital Management (Achieving Added Value through People), Kogan Page Limited, United States.
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Course Outcomes

The End of the Course, the learners will be able to:

- **COC1:** Discuss the History and evolution of HRM
- **COC2:** Explain the importance of HRM in the organizations
- **COC3:** Assess the major HRM functions and Processes of HRM Planning
- **COC4:** Identify strategic HR Planning and the HRM Process to the organization's strategic.
- **COC5:** Explain how training helps to improve the employee performance.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Marketing Management
Course Code	:	DCMBA-24
No.of Credits	:	4

Course Objectives

- **CO1:** To understand about the market, marketing, marketing environment and business environment and its domain knowledge.
- **CO2:** To learn the core concepts in marketing, product decisions and pricing decisions in a business analysis
- **CO3:** To study about the Market Segmentation, Market Target and Market Positioning.
- **CO4:** To determine the emerging trends in Marketing

Block-1: Fundamentals of Marketing

Introduction to Marketing Management - Scope and Core Concepts of Marketing - Marketing Environment.

Block-2: Understanding Consumer & Selecting Target Market

Analysing Consumer Market-Market segmentation - Market Targeting - Market Positioning.

Block-3: Product Decision

Product Design - Packing, Labeling and Branding – Pricing.

Block-4: Marketing Channel & Communication Design

Introduction to Marketing Channel- Promotional Strategies -Integrated Marketing - Communication Tools.

Block-5-Emerging Trends in Marketing

Online Marketing -Emerging global trends in marketing- Sustainability in Market.

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- <https://www.marketingevolution.com/marketing-essentials/target-audience>
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- <https://www.economicdiscussion.net/marketing-management/what-is-marketing-management/31788>
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- <https://www.managementstudyguide.com/market-segmentation-steps.htm>
- <https://www.netsolutions.com/insights/everything-about-new-product-development/>
- <https://neilpatel.com/blog/4-ps-of-marketing/>
- <https://www.optimizely.com/optimization-glossary/online-marketing/>
- <https://www.feedough.com/marketing-environment/>
- <https://online.hbs.edu/blog/post/what-is-the-triple-bottom-line>

Course Outcomes

At the end of the course, students would be able to

- **COC1:** Formulate the concept of Market, Marketing.
- **COC2:** Investigate about the macro and micro environment
- **COC3:** Demonstrate the term Market Segmentation, Target and Positioning
- **COC4:** Classify the term Product, Product design and Product Mix
- **COC5:** Recall the emerging trends in marketing

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Operations Management
Course Code	:	DCMBA-25
No.of Credits	:	4

Course Objectives

- **CO1:** Explain the fundamental concepts of operations and production.
- **CO2:** Understand the types of production systems.
- **CO3:** Explain the fundamental concepts of layout and location.
- **CO4:** Predict the demand using the different forecasting techniques.
- **CO5:** Explain the fundamental concepts of various planning.

Block-1: Introduction to Operations Management

History and Definition – Production Vs. Operations, Manufacturing Vs. Service Operations Functions – Production Systems, Types of Production Systems - Operations Strategy, Operations Management Vs. Operations Strategy.

Block-2: Location, Layout and Forecasting

Plant Location – Factors influencing location – Plant Layout- Types of Layout – Forecasting – Forecasting technique: Qualitative and Quantitative-Delphi Method – Regression Analysis – Forecasting Error.

Block-3: Planning

Capacity Planning - – Aggregate Production Planning (APP)-Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP)- Production Planning and Control (PPC).

Block-4: Quality

Evolution of Quality – Quality Definition and Contributions by W. Edwards Deming, Joseph M. Juran and Philip B. Crosby - Dimensions of Quality – Process Quality Vs. Product Quality - Seven Basic Quality Tools – Plan-Do-Check-Act (PDCA) Cycle.

Block-5: Inventory Management

Inventory Management – Types of Inventory Models - Independent Demand Vs. Dependent Demand- Basic Economic Order Quantity (EOQ) Model – Analysis: ABC and VED- -Push Vs. Pull system – Just-In-Time (JIT) Vs. Material Requirement Planning (MRP).

Reference Books

1. Boyer et al. (2011) Operations Management: Strategy, Global Supply Chain and Service Operations 1st Edition, Cengage Learning.
2. Gerard. C and Christian. T, (2018), Matching Supply with Demand: An Introduction to Operations Management, McGraw Hill.

3. Roger Schroeder, Susan Goldstein, M. Johnny Rungtusanatham (2019). *Operations Management*, McGraw-Hill Education.
4. Ajay Garg (2020). *Production and Operations Management*, Tata McGraw-Hill Education.
5. Stevenson J. William (2007), *Operations Management*, 9th Edition, TMH.

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1. Ambra, T., Caris, A., & Macharis, C. (2021). Do you see what I see? A simulation analysis of order bundling within a transparent user network in geographic space. *Journal of Business Logistics*, 42, 167– 190.
2. Anand, G., & Gray, J. V. (2017). Strategy and organization research in operations management. *Journal of Operations Management*, 53–56, 1– 8.
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5. Buldeo Rai, H., Verlinde, S., Merckx, J., & Macharis, C. (2017). Crowd logistics: An opportunity for more sustainable urban freight transport? *European Transport Research Review*, 9, 3.

Web links

- <https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/>
- <https://managementhelp.org/operationsmanagement/>
- <https://Hbr.Org/Topic/Operations-Management>

Course Outcomes

After completion of the course, Operations Management the student will be able to:

- **COC1:** Familiarize the students with the Basics of Production Management
- **COC2:** Create the awareness about the Operations management
- **COC3:** Acquainted the concept and application in ABC, JIT and MRP
- **COC4:** Provide the comprehensive knowledge about the Production Department
- **COC5:** Enable the students to understand the Plant layout.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Research Methodology
Course Code	:	DCMBA-26
No.of Credits	:	4

Course Objectives

- **CO1:** To comprehend the objectives of research and the steps involved in research process.
- **CO2:** To analyse the concepts of research design.
- **CO3:** To analyze the collected and processed data with the help of statistical tools.
- **CO4:** To use different data collection methods and sampling design techniques in their own research.
- **CO5:** To generalize and interpret the data and prepare a research report.

Block-1: Introduction to Research

Meaning – Purpose of research – Characteristics of research – Research Vs Research Methodology – Research Approaches. - Research Problem – Selecting the problem – Importance of Defining the problem - Types of Research – Qualities of Researcher – Importance of Research – Research process – Criteria of Good Research.

Block-2: Design of Research

Introduction of Research design – Features - Types of Research design – Characteristics of a good Research design - Hypothesis – Meaning – Characteristics of Hypothesis – Basic Concepts Concerning Testing of Hypothesis - Limitations of Tests of Hypothesis.

Block-3: Data Collection

Classification of Data – Types of Classification - Basic Principles in Classification of Data - Methods of Classifying Data -Sources of Data – Primary Data – Secondary Data-Processing of Data - Analysis of Data.

Block-4: Sampling

Meaning of Sampling Design – Need for Sampling – Advantages of Sampling – characteristics of Sampling – Essentials of Good Sampling – Sampling Concepts and Sampling Frame – Sample Size and Its Determination – Types of Sampling- Measurement of Scales – Classification of Scales. Meaning of Scaling - Scale Classification Bases - Testing of Significance – Hypothesis – Procedure for Hypothesis Testing- Parametric tests or standard tests of hypothesis - non-parametric tests or distribution-free tests of hypothesis - Multivariate Analysis.

Block-5: Interpretations and Report Writing

Introduction and Meaning of Interpretations – Importance of Interpretation - Techniques of Interpretation.- Report Writing – Role of Research Reports – Types of Research Reports – Different Steps in Writing Report – Layout of the Research Report – Types of Reports – Mechanics of Writing a Research Report - Precautions for Writing Research Reports.

Reference Books

1. C.R. Kothari, *Research Methodology*, Willey International Ltd., New Delhi.
2. Creswell, John W. 2002. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. London: Sage Publications Inc.
3. Gupta, S.L. and Hitesh Gupta. 2012. *Business Research Methods*. New Delhi: Tata McGraw Hill Education Private Limited.
4. M. B., Huberman, A. M., & Saldaña, J. (2013). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publications, Incorporated.
5. P.L. Bhandar Kar and T.S. Wilkinson, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Delhi.

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- https://www.ijrrjournal.com/IJRR_Vol.6_Issue.3_March2019/IJRR0011.pdf
- https://www.researchgate.net/publication/303381524_Fundamentals_of_research_methodology_and_data_collection
- <https://expertjournals.com/how-to-write-a-research-methodology-for-your-academic-article>
- https://www.researchgate.net/publication/325546150_WRITING_RESEARCH_REPORT

Course Outcomes

At the end of the course, students would be able to:

- **COC1:** Learn the research process, types and know the application of research in various fields.
- **COC2:** Understand the various types of research design.
- **COC3:** Learn the data collection sources and stages of surveys.
- **COC4:** Analyse the sampling through various techniques and applying statistical tools for hypotheses testing in research.
- **COC5:** List various types of reports and outline the steps in writing report.

Programme	:	M.B.A
Year/Semester	:	First Year / Second Semester
Course Title	:	Corporate Social Responsibility and Sustainability
Course Code	:	DCMBA-27
No.of Credits	:	4

Course Objectives

- **CO1:** To discuss the key legal, political and economic features of the major CSR systems found around the World.
- **CO2:** To Describe the evolution of CSR and also discuss different goals in CSR.
- **CO3:** To Sketch the moral and social responsibility dimensions of CSR.

Block-1: Introduction to CSR.

Introduction to CSR, Definition, History and Evolution of CSR. - Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR- an overlapping concept-Drivers of CSR. - CSR & Corporate governance.

Block-2: Frame Work of CSR

International frame work- Millennium & sustainable development goals - UN Global impact & guiding principles on business and human rights. -Social Policy – OECD, ILO tri-partite declaration.

Block-3: CSR Legislations

CSR Legislations in India & World.-CSR reports -CSR activities under schedule – VII-Appointment of independent directors on the Board. Computation of Net Profit's Implementing Process in India.

Block-4: Regulatory Environment

Implementation of CSR in India -Market based pressure and incentives civil society pressure-The regulatory environment in India Counter trends -Performance in major business and Programmes.

Block -5: Stakeholders of CSR.

Key Stake holders of CSR -Contemporary issues in CSR & MDGs-Global Compact Self-Assessment Tool - National Voluntary Guidelines by Govt. of India.

Reference Books

1. M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools , Edward Elgar Publishing, 1st Edition, 2011.
2. Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford Publication, 2011.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi, 4th Edition, 2012.
4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press,2014.

5. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi, 2nd Edition, 2019.

Web links

1. <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-socialresponsibility.pdf>
2. <https://www.ukessays.com/lectures/business/business-management/csr>
3. <https://www.slideshare.net/madangiramaswaamy/bgs-7>
4. <https://www.slideshare.net/rcay/csr-for-sustainable-busines>

Course Outcomes

At the end of the course the students will be able to

- **COC1:** Discuss the key legal, political and economic features of the major CSR systems found around the world
- **COC2:** Describe the evolution of CSR and also discuss different goals in CSR
- **COC3:** Sketch the moral and social responsibility dimensions of CSR
- **COC4:** Identify the provisions of Section 135 of Indian Companies Act related to CSR
- **COC5:** Enumerate CSR legislations across the globe and compare the CSR practices in various countries.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Investment Analysis and Portfolio Management
Course Code	:	DCMBA-31
No.of Credits	:	4

Course Objectives

- **CO1:** To Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour.
- **CO2:** To provide a theoretical and practical background in the field of investments.
- **CO3:** To design and managing the optimal portfolio selection and the relation between risk and return.
- **CO4:** To Analyze bond prices and yields and fixed-income portfolio market efficiency

Block-1: Basics of Investment

Introduction - need for Investment – investment process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - the investment triangle -Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing - Choosing a fund type.

Block-2: Risk and Return of Portfolio

Concepts of risk and return - Risk and return measurement of the portfolio - Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution -Predicting asset returns -Optimal portfolios with two risky assets combining risky assets.

Block-3: Security Analysis and Trading

Determinants of stock price -Fundamental analysis, Inflation-Macroeconomic and Industry Analysis -Equity Valuation Models- Financial Statement Analysis Industry life cycle, Characteristics-- Technical Analysis- Event studies - Behavioral finance- Trading and markets Exchanges -Trading game instructions - Market and limit orders -Short selling and margin - Trading simulation.

Block-4: Theory for Investment Portfolio Formation

Quantitative methods of investment analysis -Capital Allocation to Risky Assets -Optimal Risky Portfolios -Portfolio Theory -Markowitz portfolio theory -The expected rate of return and risk of portfolio - Capital Asset Pricing Model - Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis -Multifactor Models of Risk and Return.

Block-5: Portfolio Management and Evaluation

Portfolio risk and return, Benefits of portfolio Diversification-Active versus passive portfolio management - Strategic versus tactical asset allocation - Monitoring and revision of the portfolio - Portfolio performance measures– Portfolio Revision.

Text Books

1. Donald E.Fischer& Ronald J.Jordan, “Security Analysis and Portfolio Management”, PHI Learning, 8th Edition, 2011.
2. Prasannachandra, “Investment Analysis and Portfolio Management”, Tata McGraw Hill, 4th Edition, 2012.
3. S. Kevin, “Securities Analysis and Portfolio Management”, PHI Learning, 13th Edition, 2015.

Reference Books

1. Reilly & Brow, “Investment Analysis and Portfolio Management”, Cengage Learning, 9th Edition, 2011.
2. V.A.Avadhan, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2011.
3. V.K.Bhalla, “Investment Management “, S.Chand & Company Ltd., 2012

Web links

- <https://thismatter.com/money/investments/portfolios.htm>
- <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
- <https://gurukpo.com/Content/MBA/SAPM.pdf>

Course Outcomes

The End of the course Students can able to

- **COC1:** Describe and to analyze the investment environment, the investment management and planning
- **COC2:** Assess wide knowledge on use the quantitative methods for investment decision making and to calculate risk and expected return of various investment tools to evaluate the investment portfolio;
- **COC3:** Evaluate relevance of stocks, bonds, options for the investments and Differentiate elements standard deviation and beta concepts as to securities
- **COC4:** Assess the psychological issues in investment decision making.
- **COC5:** Apply the theories on investment analysis

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Financial Markets and Services
Course Code	:	DCMBA-32
No.of Credits	:	4

Course Objectives

- **CO1:** To understand the role, scope and growing contribution of financial services in the service sector of the economy.
- **CO2:** To comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.
- **CO3:** To understand the role of intermediaries and its regulating bodies.
- **CO4:** To know the impact and role of Credit rating in the corporate world.

Block -1: Structure of Financial System

Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Secondary Markets- Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

Block-2: Financial Services

Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – – Functions of Merchant Banking – Regulation of Merchant Banking in India-SEBI guidelines- Merchant banking in India.

Block-3: Venture Capital and Leasing

Concept of Venture Capital – Features of Venture Capital – Scope of Venture Capital – Importance of Venture Capital – Origin – Initiative in India – Guidelines – The Indian Scenario – Present Position – Suggestions for the Growth of Venture Capital Funds -Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing.

Block-4: Mutual Fund

Mutual funds: concepts and objectives – Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.- guidelines for mutual funds – working of public and private mutual funds in India - performance measure of a mutual fund – Performance Evaluation of Mutual Funds – Sharpe's Model for Evaluation – Treynor's Model for Evaluation – Jenson Model – Other Parameters of Performance.

Block-5: Specialized Financial Services

Microfinance, - Private Placement, Private Equity, Securitization & Asset Reconstruction Company- Overview of Credit Information Reporting- Factoring and bill discounting concept process and forms-

Functions of a factor.-Legal aspects of factoring and bill discounting- Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting.

Text Books

1. C Rama Gopal, “Management of Financial Services”, Vikas Publishing House, 1st Edition, 2014.
2. M.Y.Khan, “Financial Services”, Tata McGraw Hill, 12th Edition, 2012.
3. Machiraju, “Indian Financial System”, Vikas Publishing House, 2nd Edition, 2010.

References

1. Rajesh Kothari, “Financial Services in India – Concepts and Application”, Sage India. 2010.
2. J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.
3. B.SBhatia, G.S.Batra, “Management of Financial Services”, Deep and Deep Publications, 1996.

Web links

- <https://nptel.ac.in/courses/110/105/110105121/>
- <http://www.himpub.com/documents/Chapter1321.pdf>
- <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions>
- <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Markets>
- http://tumkuruniversity.ac.in/oc_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf
- <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>
- [https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/\[Jeff_Madura\]_Financial_Markets_and_Institutions_11.pdf](https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/[Jeff_Madura]_Financial_Markets_and_Institutions_11.pdf)

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
- **COC2:** Develop insights regarding concept and mechanism of various financial markets and services
- **COC3:** Utilize the guidelines provided by various legal and regulatory frameworks to analyze the different financial services.
- **COC4:** Develop insights regarding concept and Mechanism of various financial markets and services.
- **COC5:** Build skills to evaluate an individual’s assets, needs and prepare plans for efficient wealth management.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Consumer Behaviour
Course Code	:	DCMBA-33
No.of Credits	:	4

Course Objectives

- **CO1:** To Explain the historical background and concepts vital for understanding Consumer Behavior.
- **CO2:** To identify the role of various variables that determine Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.
- **CO3:** To Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

Block-1: Introduction of Consumer Behaviour

Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

Block-2: Behaviour Change

Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning]

Block-3: Consumer Decision Making Process

Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behavior - Components of communications process Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.

Block-4: Consumer modeling

Consumer modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model.

Block-5: Consumer Rights

Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

Text Books

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003 .
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009.

Reference Books

1. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2020.
2. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

Web links

1. <https://www.coursera.org/courses?query=consumer%20behavior>
2. <https://www.business2community.com>

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Analyze the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.
- **COC2:** Evaluate the various methods to do the consumer research process
- **COC3:** Use how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior
- **COC4:** Apply the various models of consumer behavior in real time
- **COC5:** Recall the concept of consumerism.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Product and Brand Management
Course Code	:	DCMBA-34
No.of Credits	:	4

Course Objectives

- **CO1:** To understand the changing business environment.
- **CO2:** To identify the indicators of management thoughts and practices.
- **CO3:** To understand fundamental premise underlying market driven strategies.

Block-1:Product Management

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.

Block-2: Roles of Product Strategy

Product management roles and responsibilities Product strategy, roadmaps, and portfolio planning- Product development processes - Product life cycle management in manufacturing sector - Failures of product management in the organization – roles of product manager.

Block-3: Introduction to Brand Management

Concept of Brand and Branding- Evolution of Brand, Brand Hierarchy- Branding in different sectors - Customers, industrial, retail and service brands, Brand Power- Brand-Product Relationships- Brand-Customer Relationships, Brand Loyalty- Brand Extension: Need for Extension- Types of Extensions, Brand Creation- Managing Brands.

Block-4: Brand Equity and Brand Identity

Brand Equity: Concept and Definitions- Measurement- Cost based Methods- Price based Methods- Customer based Methods- Value Addition from Branding- Brand Identity: Concepts- Perspectives- Levels- Prism- Brand Image and Brand Personality: Concepts and Dimensions- Building Brand Image and Personality- Managing Brand Image and Personality- Assessments of Brand Image and Personality.

Block-5: Brand Association

Brand Over time – Forces affecting Brands, Challenges facing Brands- Maintaining Desired Brand Association- Brand Revitalization- Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications- Market Segmentation and Brand Positioning

Text Books

1. Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016.
2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.

Reference

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5th Edition 2017.
2. Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition, 2016.

Web links

- <https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-ConciseNote-on-everything-about-Product-and-Brand-Management>
- <https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-andbranding/>
- <https://www.slideshare.net/jwayne2013/branding-ppt-16015717>
- <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html>

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Identify the fundamental concepts of product management
- **COC2:** Examine basic concept of product mix, product decisions and product line
- **COC3:** State the importance of brand extensions and branding relationship
- **COC4:** Identify brand equity , brand identity and brand name
- **COC5:** Analyse the concept of brand association and branding in the current scenario.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Employee Relations
Course Code	:	DCMBA-35
No.of Credits	:	4

Course Objectives

- **CO1:** To help the student to get exposure on Employee Relations.
- **CO2:** To understand the relations ship between the employee, employer, union and government.

Block -1: Employee Relations

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

Block-2: Industrial Conflicts

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

Block-3: Labour Welfare

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

Block-4: Industrial Safety

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

Block-5: Welfare of Special Categories of Labour

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

Text Books

1. Dynamics of Industrial Relations, Mamoria, Mamoria&Gankar, Himalaya Publishing House, 8th edition, 2008
2. Industrial Relations in India, Ratan Sen MacMillan, 3rd edition,2010.

Reference Books

1. Industrial Relations Emerging Paradigms, B.D.Singh, Excel Books, 2010.

Web links

2. <https://www.bamboohr.com/blog/top-websites-for-hr-professionals>
3. <https://SHRM.com>
4. <https://www.slideshare.net/DrManishankar/employee-relation-44829364>
5. <https://www.slideshare.net/nilendrakumar7/child-labour-78191564>

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Recall on the various conceptual understanding of industrial relations concepts, approaches.
- **COC2:** Discuss on the awareness regarding government machinery to settlements of industrial dispute.
- **COC3:** Predict on the futuristic issues in era of dynamic technological changes as to Industrial relations.
- **COC4:** Revise and enable the students to interpret and apply these laws.
- **COC5:** Appraise on the understanding on labour problems & remedial measures in the country.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Performance Management Systems
Course Code	:	DCMBA-36
No.of Credits	:	4

Course Objectives

- **CO1:** To impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
- **CO2:** To give insights on ways to identify, integrate, and retain talent in an organization to deliver high performance.
- **CO3:** To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

Block-1: Introduction

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process- Performance appraisal Vs performance management.

Block-2: Performance Appraisal System Implementation

Setting objectives - Organizational and individual performance plans - determinants of performance - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Approaches to measuring performance, diagnosing the causes of poor performance.

Block-3: Performance Management & Employee Development

Purpose of Appraising - Methods of appraisal, objectives, and skill required, the role of the appraiser, Appraisal methods, raters errors, Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems.

Block-4: Competency Based Performance Management System

Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, performance-based compensation performance - Based career planning & promotion policy

Block-5: Current Trends in Performance Management System

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Text Books

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 10th edition,2011.

2. Tony Deb, Performance Management, Oxford university press, 1st edition, 2008.
3. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 1st edition, 2003.

References

1. Herman Aguinis, Performance Management, Pearson Education, 3rd edition, 2012.
2. Dixit Varsha, Performance Management, Vrinda Publications Ltd, 1st edition, 2009
3. Michael, Armstrong, Performance Management, Kogan Page, 5th edition, 2000.

Web links

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>
3. National HRD Network
4. <https://www.slideshare.net/tsheten/performance-management-system-12238903>

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Describe the performance management as to organizations.
- **COC2:** Explain on the organizational performance management programs and best practices and define attributes of effective performance management systems
- **COC3:** Select the job-related performance standards and performance indicators as to organizations.
- **COC4:** Evaluate employee involvement and contribution towards organization effectiveness.
- **COC5:** Elaborate and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Team Dynamics at Work
Course Code	:	DCMBA-37
No.of Credits	:	4

Course Objectives

- **CO1:** To focus on high performance goals in the organization.
- **CO2:** To understand the stages of team development and its importance.
- **CO3:** To analyze how to manage conflict and teams at work place.

Block-1: Introduction to Team Management

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work.

Block-2: Team Building at Work

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

Block-3: Managing Conflict and Designing Effective Teams

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

Block-4: Team Communication

Setting up teams–Team communication at work - choosing team leaders- Training teams for process improvements.

Block-5: Group Behavior and Group Dynamics Work Groups

Group Behavior and Group Dynamics Work groups’ formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making-Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams.

Text Books

1. Daniel Levi, Group dynamics for teams, 5th Edition, Sage Publication,2019.
2. Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017.

Reference Books

1. Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice and Leadership. San Francisco: Jossey-Bass, 2003.

2. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

Web links

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>
3. <https://www.slideshare.net/testlerryder/team-dynamics-presentation>
4. <https://www.slideshare.net/kktv/team-communication>

Course Outcomes

At the end of the course the students will be able to:

- **COC1:** Recall the stages of Team development.
- **COC2:** Classify and identify the drives & situational needs of the team at work.
- **COC3:** Apply critical thinking skills to evaluate group dynamics and team processes.
- **COC4:** Create, recognize and understand the characteristics of teams, the processes of teamwork, and how teams' function within organizations.
- **COC5:** Summarize the skills for understanding group dynamics & working effectively in groups.

Programme	:	M.B.A
Year/Semester	:	Second Year / Fourth Semester
Course Title	:	Project
Course Code	:	DCMBA-41
No.of Credits	:	12

Course Objectives

- **CO1:** To demonstrate the skills and knowledge that students have acquired in their studies
- **CO2:** The Aim of the final year project is to develop student's knowledge for solving societal problem.
- **CO3:** It enables students to develop problem solving, analysis, synthesis and evaluation skills.

Students can take up the Project Course (DCMBA-41) in the Second Year /Fourth Semester. For the registration purposes, the Project Course-DCMBA-41 is treated as one Course and carrying a weightage of 12 credits.

The Project may be from Comprehensive Case Study/ Inter-Organisational Study/ Field Study but it should preferably be from Learner area in MBA.

Course Outcomes

At the end of the project, the students will be able to:

- **COC1:** Create and develop deep understanding of the interaction.
- **COC2:** Analyze and solve problems on an executive level and demonstrating critical.
- **COC3:** Design the general (core) management skills in the chosen area of specialization.
- **COC4:** Design strategies to solve business problems and pursue opportunities.
- **COC5:** Interpret a variety of ways to engage in experiential learning.

Programme	:	M.B.A
Year/Semester	:	Second Year / Fourth Semester
Course Title	:	Entrepreneurship in Practice
Course Code	:	DCMBA-42
No.of Credits	:	4

Course Objectives

- **CO1:**To provide an opportunity to the students to understand entrepreneurship and entrepreneurial opportunities
- **CO2:** To understand and appreciate the role and need for entrepreneurship in building a sustainable society.
- **CO3:** To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- **CO4:** To describe social entrepreneurship and characteristics of entrepreneurs.

Block-1: Entrepreneur

Entrepreneur – Factors impacting transformation into entrepreneur - The characteristics of entrepreneurs - The four distinctions of entrepreneurship - Profit and non-profit Proprietorships – Partnership – Company - Non-Governmental organization - Society – Trust and Company (Sec. 25) registration - Factors determining selection of forms of registration

Block-2: Sustainable Development

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India. The Millennium Ecosystem Assessment - International Influences. Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities. Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds - PPP

Block-3: Toolkit for Social Entrepreneur

Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj - Toolkit for Social and Environmental Entrepreneurs - SME Toolkit - The Creative Activist Toolkit - Root cause analysis

Block-4: Entrepreneurial Opportunity

Opportunity Recognition & Study on the Source and Discovery of Social Opportunities - Entrepreneurial Opportunity Evaluation: A Discrete Choice Analysis of Financial and Social - Entrepreneurial Opportunity Attributes - Modelling the Social Venturing Process

Block -5: Strategy

Understanding competitive environment - Assessing strengths and weakness - Cooperative strategy: Building networks, partnership and alliance - Leading, retaining and rewarding people entrepreneurially. Identifying increased avenues for donor-investor / social enterprise partnership. Getting ready for the entrepreneurial donor’s involvement. Challenges in maintaining donor investment. Ending charity – implications.

Text Books

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delhi, Routledge Taylor & Francis Group.
4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.

Reference Books

1. Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications
2. International Journal of Managing Value and Supply Chains (IJMVSC) Vol.4, No. 3, September 2013 <http://airccse.org/journal/mvsc/papers/4313ijmvsc05.pdf>
3. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The ICFAI University Press.
4. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

Web links

1. <https://www.managementstudyguide.com/social-entrepreneurship.htm>
2. <https://blog.hubspot.com/sales/social-entrepreneurship>
3. <https://ijesc.org/upload/8e5f0923dc0e3988cd00b8f8e2aaeb8c.Social%20Entrepreneurship%20in%20India%20Opportunities%20and%20Challenges.pdf>
4. <https://www.slideshare.net/NikhilHarshavardhan/social-entrepreneurship-76009455>
5. <https://www.slideshare.net/iaemedu/social-entrepreneurship-in-indian-scenario>

Course Outcomes

At the end of the course, a student will be able to:

- **COC1:** Understanding how entrepreneurship lies at the interaction of the field of entrepreneurship and social change.
- **COC2:** Evaluate different theories of entrepreneurship and the characteristics of entrepreneurs.
- **COC3:** Analyze key issues regarding the management of an entrepreneurial organization.
- **COC4:** Evaluating the opportunities for social entrepreneurs.
- **COC5:** Understand the role social entrepreneurship plays in addressing complex social and environmental problems.

Programme	:	M.B.A
Year/Semester	:	Second Year / Third Semester
Course Title	:	Universal Human Values
Course Code	:	DCMBA-43
No.of Credits	:	4

Course Objectives

- **CO1:** To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- **CO2:** To help students initiate a process of dialog within themselves to know what they ‘really want to be’ in their life and profession.
- **CO3:** To help students understand the meaning of happiness and prosperity for a human being.
- **CO4:** To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
- **CO5:** To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life.

Block-1: Need for Value

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration– what is it? - its content and process- ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations- Right understanding- Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority- Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario- Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

Block-2: Understanding Self

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’- Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha- Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer)- Understanding the characteristics and activities of ‘I’ and harmony in ‘I’- Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs- Meaning of Prosperity in detail- Programs to ensure Sanyam and Swasthya.

Block-3: Understanding Harmony and Relationships

Understanding harmony in the Family- the basic unit of human interaction - Understanding values in human-human relationship-Meaning of Nyaya and program for its fulfilment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship- Understanding the meaning of Vishwas; Difference between intention and competence- Understanding the meaning of Samman- Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay- Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious

order in society Undivided Society (AkhandSamaj)- Universal Order (SarvabhumiVyavastha) from family to world family!.

Block-4: Perception of Harmony

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature- Understanding Existence as Coexistence (Sah-astitva) of mutually interacting units in all-pervasive space- Holistic perception of harmony at all levels of existence.

Block-5: Ethics, Universal Order

Implications of the above Holistic Understanding of Harmony on Professional Ethics- Natural acceptance of human values- Definitiveness of Ethical Human Conduct- Basis for Humanistic Education- Humanistic Constitution and Humanistic Universal Order- Competence in Professional Ethics.

Text Books

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

Reference Books

2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya EkParichay, Divya Path Sansthan, Amarkantak.
7. P. L. Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A. N. Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E. G. Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
11. M. Govindarajan, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B. P. Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
13. B. L. Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, Reprinted 2008.

Web links:

1. <https://nptel.ac.in/courses/109/104/109104068/>
2. <https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe-2by-indrajeet-verma>

Course Outcomes

- **COC1:** Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
- **COC2:** Differentiate between the Self and the Body, understand the meaning of Harmony in the Self the Coexistence of Self and Body.
- **COC3:** Evaluate the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
- **COC4:** Reflect the harmony in nature and existence, and work out their mutually fulfilling participation in nature.
- **COC5:** Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

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