



Estd. 1962  
"A++" Accredited by  
NAAC (2021)  
With CGPA 3.52

SHIVAJI UNIVERSITY, KOLHAPUR - 416004,  
MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६००४, महाराष्ट्र

दूरध्वनी-ईपीएबीएक्स -२६०९०००, अभ्यासमंडळे विभाग दूरध्वनी ०२३१-२६०९०९४



Ref./SU/BOS/Com & Mgt./153

Date : 25/05/2026

The Director,  
Yashwantrao Chavan School of Rural Development,,  
Shivaji University, Kolhapur

**Subject :Regarding syllabi of MBA Rural Management Part-II (Sem.III & IV)  
degree programme under the Faculty of Commerce & Management.**

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the University authorities have accepted and granted approval to the revised syllabi of **MBA Part-II Rural Management (Sem. III & IV)** under the Faculty of Commerce & Management.

This syllabi shall be implemented from the academic year **2026-2027** onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in) (Online Syllabus).

The question paper on the pre-revised syllabi of above mentioned programme will be set for the examinations to be held in October/November 2026 & March/ April, 2027. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

  
Dy. Registrar

Encl: As above

for Information and necessary action

Copy to:

1	The I/c Dean, Faculty of Commerce & Management	6	Appointment Section A & B
2	The Director, Board of Examinations and Evaluation	7	I.T.Cell /Computer Centre
3	The Chairman, Respective Board of Studies	8	Eligibility Section
4	O.E. 1 Section	9	Affiliation Section (T.1) (T.2)
5	Internal Quality Assurance Cell (IQAC Cell)	10	P.G. Seminar Section

**SHIVAJI UNIVERSITY, KOLHAPUR**



Estd. 1962  
NAAC “A++” Grade with CGPA 3.52

**FACULTY OF COMMERCE AND MANAGEMENT**

**Syllabus for**

**MASTER OF BUSINESS ADMINISTRATION  
RURAL MANAGEMENT – MBA (RM)**

**YASHWANTRAO CHAVAN SCHOOL OF RURAL  
DEVELOPMENT**

**PART-II (SEMESTER- III and IV)**

**In accordance with National Education Policy**

**with effect from Academic Year 2025-26**

**YASHWANTRAO CHAVAN SCHOOL OF RURAL DEVELOPMENT  
SHIVAJI UNIVERSITY, KOLHAPUR**

- A. Ordinance and Regulations:-(as applicable to degree/programme)
- B. Shivaji University, Kolhapur, New/ Revised Syllabus for **Master of Business Administration (Rural Management) Part II Semester III and IV**
1. Title: Master of Business Administration
  2. Faculty of Commerce and Management
  3. Year of Implementation: 2026-27

**1. Syllabus Structure**

**MBA. Part-II Semester-III**

<b>Paper No.</b>	<b>Course Code</b>	<b>Subjects</b>	<b>Credits</b>	<b>Weekly Sessions</b>	<b>Internal Marks</b>	<b>Uni. Exam</b>	<b>Total</b>
17	CC 301	Strategic Management	4	4	40	60	100
18	CC 302	International Business	4	4	40	60	100
19	AECC 303	On the Job Training / Field Project / Research Project	4	4	50	50	100
20	DSC 304	Elective I- Paper-I	4	4	40	60	100
21	DSC 305	Elective-I Paper-II	4	4	40	60	100
22	DSC 306	Elective-II Paper-I	4	4	40	60	100
23	DSC 307	Elective-II Paper-II	4	4	40	60	100
24	SECC 308	Optional – C* / SWAYAM Course (Internal)	2	2	50	--	50
		<b>Total</b>	<b>30</b>	<b>30</b>	<b>340</b>	<b>410</b>	<b>750</b>

**MBA. Part-II Semester-IV**

<b>Paper No.</b>	<b>Course Code</b>	<b>Subjects</b>	<b>Credits</b>	<b>Weekly Sessions</b>	<b>Internal Marks</b>	<b>Uni. Exam</b>	<b>Total Marks</b>
25	CC 401	Entrepreneurship and Startups	4	4	40	60	100
26	CC 402	Business Analytics	4	4	40	60	100
27	CC 403	Quality Management System	4	4	40	60	100
28	DSE 404	Elective I- Paper-III	4	4	40	60	100
29	DSE 405	Elective-I Paper-IV	4	4	40	60	100
30	DSE 406	Elective II- Paper-III	4	4	40	60	100
31	DSE 407	Elective-II Paper-IV	4	4	40	60	100
32	SECC 408	Optional – D* / SWAYAM Course (Internal)	2	2	50	--	50
		<b>Total</b>	<b>30</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>

**ELECTIVE I - MARKETING MANAGEMENT**

Paper I – Advertisement and Marketing strategies

Paper II - Service and Retail Marketing

Paper III - Digital Marketing

Paper IV– Rural and International Marketing

**ELECTIVE II - HUMAN RESOURCE MANAGEMENT**

Paper I - Strategic Human Resource Management

Paper II – Human Resource Development

Paper III - Human Resource Metrics And Analytics

Paper IV - Industrial Relations And Labour Legislation

### **ELECTIVE III- FINANCIAL MANAGEMENT**

Paper I - Indian Financial System

Paper II - Financial Decision Analysis

Paper III – Security Analysis and Portfolio Management

Paper IV – International Finance

### **ELECTIVE IV - OPERATIONS MANAGEMENT**

Paper I - Production Planning and Control

Paper II - Materials & Inventory Management

Paper III - Global Operations & Logistics Management

Paper- IV - World Class Manufacturing

### **ELECTIVE V - AGRICULTURE BUSINESS MANAGEMENT**

Paper I – Basics of Agribusiness

Paper II – Agripreneurship

Paper III – International Trade and Agriculture

Paper IV – Agro processing, Packing and Quality Control

	<b>Optional C*</b> (Internal) for Semester III
IX	SWAYAM Course
X	Creativity and Innovation
XI	Farmer Producer Organizations
XII	Rural and Cottage Industries
	<b>Optional D*</b> (Internal) for Semester IV
XIII	SWAYAM Course
XIV	Behavioural Finance
XV	AI in Business
XVI	ERP/ SAP

**2. The rules for admission, programme duration, exam paper pattern, scheme of evaluation, standard of passing, credit system implementation, class improvement, SWAYAM and course equivalence are already mentioned in MBA Part I syllabus implemented from AY 2025-26 and same will be applied for MBA Part II.**

### 3. Detailed Syllabus

#### MBA. Part-II Semester-III

Paper No.	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
				Lectures	Practical				
17	CC 301	Strategic Management	4	40 Hrs	20 Hrs	4	40	60	100
18	CC 302	International Business	4	40 Hrs	20 Hrs	4	40	60	100
19	AECC 303	On the Job Training / Field Project / Research Project	4	-	-	4	50	50	100
20	DSC 304	Elective I- Paper-I	4	40 Hrs	20 Hrs	4	40	60	100
21	DSC 305	Elective-I Paper-II	4	40 Hrs	20 Hrs	4	40	60	100
22	DSC 306	Elective-II Paper-I	4	40 Hrs	20 Hrs	4	40	60	100
23	DSC 307	Elective-II Paper-II	4	40 Hrs	20 Hrs	4	40	60	100
24	SECC 308	Optional – C* / SWAYAM Course (Internal)	2	20 Hrs	10 Hrs	2	50	--	50
		<b>Total</b>	<b>30</b>			<b>30</b>	<b>340</b>	<b>410</b>	<b>750</b>

Course Title	<b>STRATEGIC MANAGEMENT</b>			
Class and semester	MBA Part – II Semester - III			
Course Code	CC301			
Course Credit	4			
Teaching Scheme		Examination Scheme		
Lectures	Practical	Internal	External	
40 hrs	20 hrs	40 Marks	60 Marks	
Course Objectives				
<ol style="list-style-type: none"> <li>1. To introduce the concepts of agile and adaptive strategic management, and strategic intent</li> <li>2. To develop the ability to analyse business environments using strategic tools and techniques for assessing organizational performance and competitive position.</li> <li>3. To enable students to understand and formulate corporate and business-level strategies through application-based learning and industry exposure.</li> <li>4. To familiarize students with strategy implementation, evaluation, innovation practices, and approaches for effective management.</li> </ol>				
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to				Blooms Taxonomy level
<b>CO1</b>	Develop a comprehensive understanding of agile and adaptive strategies, strategic management concepts, enabling students to analyse organizational direction and decision-making processes.			L4
<b>CO2</b>	Analyze internal and external business environments using strategic tools and techniques to identify strategic advantages and challenges.			L6
<b>CO3</b>	Evaluate and formulate strategies at corporate and business levels, and assess their applicability through industry-based case studies.			L4
<b>CO4</b>	Apply strategic implementation and evaluation techniques by examining real-world organizational practices, to enhance decision-making and managerial effectiveness			L5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>	
<b>1</b> Theory	<b>Introduction:</b> Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making, Agile & adaptive strategy, Strategy in VUCA, VRIO Framework, Core Competencies. <b>Strategic intent:</b> Vision, Mission, Goals and Objectives. Environmental scanning and appraisal, Organizational appraisal, Scenario planning, Strategic risk management.	10	CO1, CO2	
Practical	Visit any industry and study strategies adopted at different levels.	5		

2 Theory	<b>Strategy Formulation</b> -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies - Business level strategies- Cost leadership, Differentiation and focus business strategy – <b>Strategic analysis and choice- Tools and techniques for strategic analysis:</b> SWOC analysis, GAP analysis, Porter’s five forces model, Value-chain analysis, Benchmarking, BCG Matrix, Mckinsey’s 7S framework. <b>Business Models and Innovation tools:</b> Alexander Osterwalder and Yves Pigneur Business Model Canvas, Value Proposition Canvas, Blue Ocean Strategy (Value Innovation), <b>Frugal Innovation</b> Low-cost innovation.	10	CO1, CO2
Practical	Visit an industry and study Michael Porter’s five forces.	5	
3 Theory	<b>Strategy Implementation</b> -Interrelationship of formulation and implementation, Resource allocation, Execution tools: Balanced Scorecard, OKRs (Objectives & Key Results), digital strategy: Platform business models, Data-driven strategy, change management, Structures for strategies, strategic leadership, corporate culture, <b>Functional Strategies-</b> Strategic alignment across functions, Execution & cross-functional integration.	10	CO3
Practical	Study the organisations which have innovation culture and their best practices.	5	
4 Theory	<b>Strategic Evaluation and Control</b> : Overview, Strategic Control, Techniques of strategic evaluation and control, <b>Contemporary Strategic Issues:</b> Global Strategy & Geopolitics, Global, multi-domestic, and transnational strategies; impact of geopolitics, trade policies, and supply chain disruptions on business. Emerging market strategies. Sustainability & ESG, Start-up strategy, strategies for Bottom of Pyramid.	10	CO4
Practical	Study any product which is targeted to poor and for the bottom of pyramid.	5	
<b>Reference books:</b> Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Edition 2009. 2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed.2005. 3. Competitive Advantage, Michael E. Porter, Free Press. 4. Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing house. 5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A. A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010			
Useful links	<a href="https://www.emeraldgrouppublishing.com/journal/jsma">https://www.emeraldgrouppublishing.com/journal/jsma</a>		
Additional reading	<a href="https://hbr.org/case-selections">https://hbr.org/case-selections</a>		

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	1	1	1	1	1	3	3	1
CO 2	3	2	2	1	1	1	1	1	3	3	1
CO 3	3	3	2	1	1	1	3	1	3	3	1
CO 4	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

<b>Course Title</b>	<b>INTERNATIONAL BUSINESS</b>		
<b>Class and Semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	CC 302		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To develop understanding of the global business environment and analyze the economic, political, legal, and socio-cultural factors influencing international trade and investment.</li> <li>2. To examine international trade practices and market entry strategies and enable students to select appropriate modes of foreign market expansion for organizations.</li> <li>3. To equip students with knowledge of international marketing and financial management tools, including foreign exchange, pricing, and risk management for global operations.</li> <li>4. To understand the role of international institutions and regional trade blocs (WTO, IMF, World Bank, EU, ASEAN, SAARC, USMCA) and evaluate their impact on global business policies and corporate decision-making.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level

1.	Analyse the domestic and foreign Environment in the context of international business		L 2
2.	Analyse, interpret the concept of Regional Economic integration and compare different Trade blocs.		L 3
3.	Identify instruments of Trade protectionism and evaluate them in the context of foreign trade.		L 5
4	Asses role of International economic institutions in world trade.		L 6
Unit	Contents	Hours	Course outcomes
1	<p>Introduction to International Business Environment</p> <p>Meaning, nature and scope of International Business, Difference between Domestic and International Business, Drivers of globalization</p> <p>Benefits and challenges of international business</p> <p>Global Environment, Economic environment, Political and legal environment</p> <p>Socio-cultural environment, Technological environment.</p> <p>Theoretical Framework-Comparative Advantage Theory, Heckscher–Ohlin Theory, Product Life Cycle Theory, Porter’s Diamond Model</p>	10	C1
Practical	<p>PESTLE Analysis Select any country (USA/China/India/Japan) Analyze Political, Economic, Social, Technological, Legal, Environmental factors</p> <p>Prepare report</p>	5	
2	<p>International Trade &amp; Foreign Market Entry Strategies</p> <p>International Trade-Balance of Trade &amp; Balance of Payments, Tariffs and non-tariff barriers. Trade policies: Free trade vs protectionism,</p> <p>Export–Import procedures,</p> <p>Foreign Market Entry Modes - Exporting and importing, Licensing and franchising, Contract manufacturing, Joint ventures and strategic alliances, Foreign Direct Investment (FDI), Mergers &amp; Acquisitions, Internationalization Process, Market selection techniques, Risk analysis, Country attractiveness analysis</p>	10	C2
Practical	<p>Export Documentation Exercise Prepare sample:</p> <p>Commercial invoice, Packing list,Bill of lading, Letter of credit, Shipping bill</p>	5	

3	<p>International Economic Institutions</p> <p>World Trade Organization (WTO), Objectives and principles of WTO</p> <p>Structure and functions, Agreements-GATT, GATS, TRIPS, TRIMS</p> <p>Features-Most Favoured Nation (MFN) principle, National treatment</p> <p>Trade dispute settlement mechanism, Issues, Trade liberalization, Agricultural subsidies, Developing countries' concerns</p> <p>India and WTO. International Monetary Fund (IMF)</p> <p>Origin and objectives, Structure and governance, Functions, Exchange rate stability, Balance of payment support, Financial assistance, Surveillance and policy advice, Instruments, SDRs (Special Drawing Rights), Lending programs,</p> <p>Issues- Conditionalties, Criticism of IMF policies, Role in global financial crises</p> <p>World Bank Group - Purpose and development focus, Institutions - IBRD, IDA, IFC, MIGA. Functions - Development loans, Infrastructure financing, Poverty reduction, Capacity building</p> <p>Projects- Education, health, environment, rural development, Evaluation</p> <p>Achievements and criticisms</p>	10	C3
Practical	<p>Institutional Research Assignment Groups prepare report on: WTO / IMF / World Bank / UNCTAD Structure, functions, role, India's involvement</p>	5	
4	<p>Regional Trade Blocs</p> <p>Meaning and types of economic integration - Free Trade Area, Customs Union, Common Market, Economic Union,</p> <p>Major Trade Blocs - European Union (EU), Structure and features,Single market, Euro currency, Benefits &amp; challenges</p> <p>ASEAN- Objectives and cooperation, ASEAN Free Trade Area, India–ASEAN trade relations,</p> <p>SAARC- SAFTA agreement, Regional cooperation, Limitations</p> <p>USMCA (formerly NAFTA) US–Mexico–Canada trade relations,</p> <p>Investment and manufacturing impact</p>	10	C4
Practical	<p>Prepare comparison table on: Member countries, Type of integration, Market size (GDP/population), Key benefits, Limitations</p>	5	
Reference books:			

1. International Business (Text and Cases) – P. Subba Rao
2. International Business Textbook – Charles W. L. Hill & Arun K. Jain (International Business: Competing in the Global Marketplace)
3. International Business – Environment and Operations – John D. Daniels, Lee H. Radebaugh & Daniel P. Sullivan (Pearson)
4. Global Business – Mike W. Peng (Cengage)
5. International Business – K. Aswathappa
6. Bhalla & Ramu – International Business: Environment and Management
7. Foreign Trade and Global Business Management

#### Useful links

1. World Integrated Trade Solution (WITS) – Comprehensive export/import, tariff & non-tariff data with analytical tools (World Bank). Useful for trade analysis and reports. WITS – Trade & Tariff Data Portal
2. UN Comtrade (via WTO Global Trade Data Portal) – Official global trade statistics (exports & imports) by country and commodity
3. Market Access Map – Trade intelligence, tariffs, trade agreement preferences and rules of origin information (ITC/WTO). Market Access Map info on trade access tools
4. WTO – Development Links & Partner Institutions – Official links to global institutions like IMF, World Bank, UNCTAD, ITC and trade cooperation forums. WTO Development & Partner Links
5. WTO – Regional Trade Agreements Links – Official international and regional trade agreement resources and external websites. WTO Regional Trade Agreements Links
6. Global Organizations Data Sources – List of key international data portals including World Bank Open Data, IMF data, UN Comtrade and OECD sources. Global Org Data Sources for Business & Economics
7. IMF & Trade/Economics Research Guides (Library) – Useful for economic, finance and trade data, including IMF eLibrary and trade statistics. IMF/Trade Econ & Finance Resources
8. International Business Websites Guide – Curated international business resources (CIA World Factbook, World Bank Doing Business, GEM, etc.). International Business Websites Guide (RMIT)
9. SICE – Trade Related Links – Trade-related links including WTO, IMF, UNCTAD and other global and regional sources. SICE Trade-Related Resources

#### Additional reading

1. International Business: Theory and Practice – SAGE Publications

2. International Business (Pearson) – Sumati Varma
3. International Business & Marketing Management – AITBS

### CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	3	2	2	2	3	3	2	2
CO2	3	2	3	2	2	2	2	3	3	2	3
CO3	2	3	2	2	3	2	3	2	2	2	3
CO4	3	3	3	3	2	3	3	2	3	3	2
Average	<b>2.75</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.25</b>	<b>2.25</b>	<b>2.50</b>	<b>2.50</b>	<b>2.75</b>	<b>2.25</b>

<b>Course Title</b>	<b>ON THE JOB TRAINING / FIELD PROJECT / RESEARCH PROJECT</b>	
<b>Class and semester</b>	MBA Part – II Semester - III	
<b>Course Code</b>	AECC 303	
<b>Course Credit</b>	4	
<b>Examination Scheme</b>		
<b>Internal Evaluation</b>		<b>University External Viva Examination</b>
50 Marks		50 Marks
Course Objectives		
<ol style="list-style-type: none"> <li>1. To Apply theoretical concepts to diagnose real-world business challenges and recommend data-driven solutions.</li> <li>2. Analyze industry dynamics and competitive positioning to evaluate strategic opportunities for the organization.</li> <li>3. Collaborate with cross-functional teams to execute a defined project plan within stipulated timelines.</li> <li>4. Develop actionable insights and a professional report that synthesizes learning and contributes to organizational goals.</li> </ol>		
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to		Blooms Taxonomy level
1.	Demonstrate knowledge of contemporary issues in their chosen field of research.	L 3
2.	Develop the capabilities and knowledge of students in the areas related to rural	L 6

	development.										
3.	Acquire relevant skills required to develop students to become efficient professionals in academics, research and industry.									L 1	
4.	Demonstrate an ability to present and defend their research work to a panel of experts.									L 3	
<b>CO-PO Mapping</b>											
	Programme Outcomes (POs)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	1	2	2	2	2	2	3	2	-	-	-
CO2	2	1	2	1	1	1	1	1	-	-	-
CO3	2	2	1	2	2	1	2	2	-	-	-
CO4	1	2	2	1	2	1	2	2	-	-	-
Average	1.5	1.75	1.75	1.5	1.75	1.25	2	1.75	-	-	-

### About Project:

Student has to perform a project of forty to sixty days after semester II and before semester III. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learns during the course. The project can be done in any Company / Industry / Organization. If the project is not carried out in any organized industry (in case of a field project), the certificate could be given by the project guide for conducting the project in unorganized industry.

During project, student is expected to collect vital information through internal and external sources so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Coordinator of the programme will decide the last date of submission of final copy. Student should submit two typed and duly signed hard bound copies with golden embossing to the Institute; one copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted during Semester III examination. A viva-voce committee will be appointed by the university.

The project will carry 100 marks comprising of Project Report evaluation (Term work) of 50 marks and External Viva Voce (Practical) for 50 marks.

## **Project Report Format**

- Title Page
- Executive summary
- Company Certificate
- Declaration by student
- Guide Certificate
- Recommendation from Coordinator / Director
- Acknowledgement
- Index - Heading of the chapter, page numbers and Sub headings of the chapter.
- Chapter I – Project Design and Methodology
  - a. Objectives of the study
  - b. Importance of the project
  - c. Scope of the study
  - d. Data – type, sources, method and/or techniques
  - e. Limitations
- Chapter II – Theoretical Background
- Chapter III – Introduction of the Company
  - a. Name of the unit
  - b. Location or address of the unit
  - c. Brief history of the unit and present position
  - d. Financial position

e. Manpower

f. Organization chart

- Chapter IV – Presentation, Analysis and Interpretation of data

- Chapter V – Findings and Suggestions

- Bibliography

- o List of books, journals, published work referred to or used.

- o Links of websites referred.

- Appendices:

- o Questionnaire (If applicable)

- o Progress Report (Three)

- o Guide Student Meeting Record

## Progress Report

Progress Report No. –

Name of Student	
Title of Study	
Name of Industry Guide	
Organization	
Date of Joining organization	
Period of progress report	From - <span style="margin-left: 150px;">To -</span>
Progress Report	

Signature of Student

Stamp of Industry

Signature of Industry Guide

## Guide Student Meeting Record

Student Name:

Institute Guide Name:

Project Title:

Name of Industry:

Sr. No.	Date	Description of Discussion	Signature of Student	Signature of Institute Guide

Programme Coordinator  
MBA (RM)

## Elective - Marketing Management Paper I

Course Title	<b>ADVERTISEMENT AND MARKETING STRATEGIES</b>		
Class and semester	MBA Part – II Semester - III		
Course Code	DSC304 / DSC 306		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
Lectures	Practical	Internal	External
40 hrs	20 hrs	40	60
Course Objectives			
<ol style="list-style-type: none"> <li>To understand basics of advertising.</li> <li>To design advertising plan with the help of 5 M's of advertising.</li> <li>To illustrate marketing strategies.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Bloom Taxonomy level
<b>CO1</b>	<b>Illustrate</b> 5 M's of Advertising		L 2
<b>CO2</b>	<b>Formulate</b> advertising budget <b>and Develop</b> media plan		L 6
<b>CO3</b>	<b>Understand</b> basics of marketing strategy		L 2
<b>CO4</b>	<b>Analyse</b> marketing strategies		L 4
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b> Theory	Advertising Management- Role and Importance of advertising, Types of advertising, 5 M's of advertising, Setting advertising objectives, Advertising Budget and Budgeting methods, Factors influencing on budget. Media planning strategy- Types of media, Advantages & disadvantages of different medias. Media planning process- When-Which-How- How much. Factors in media selection. Designing media plan.	10	CO1, CO2
Practical	Select any product of your choice, set budget for its advertisement, prepare a media plan and present in the class.	5	
<b>2</b> Theory	Message design & development- Types of message appeals. Creative Process in visualization. The layout of advertisement- its components, Incremental formats of layout. Advertising Business and Advertising Agency – Organisational Structure of Advertising Department, Functions of advertising Department. Advertising Agency, working of agency, Functions of advertising agency. Advertising Effectiveness –Advertising research, types of	10	CO1

	Advertising evaluation, Pre testing techniques for print media & broadcasting media, post testing of ads.		
Practical	Select a product category and study the advertising message appeals used by the different brands.	5	
<b>3</b> Theory	Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Strategic Role of Marketing. Formulating and implementing marketing strategy. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.	10	CO3
Practical	Select any 5 companies and study relationship of corporate vision and marketing strategy.	5	
<b>4</b> Theory	Strategic Implications of Product Life Cycle, Market Entry Strategies - Pioneer Strategy and follower Strategy, Growth Market Strategies – Market Leaders Strategies - Flanker Strategy, Confrontation Strategy, Market Expansion, Contraction, Market Follower Strategies – Frontal Attack, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack. Strategic Choice for Mature Markets, Strategies for declining Markets. Market Follower Strategies, Market Niche strategies, Rural Marketing Strategies.	10	CO3, CO4
Practical	Select any Industry and analyse Market leader strategy and market follower strategy and present in the class.	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>Advertising Management - David A. Aaker &amp; John G. Myers, Prentice Hall</li> <li>Foundations of advertising: Theory &amp; Practice - S.A. Chunawala &amp; K.C.Sethia, Himalaya Publishing House</li> <li>Marketing Strategy - Boyd, Walker, Mullins, Larrech, Tata McGraw-Hill Publishing Company Ltd., New Delhi.</li> <li>Strategic Marketing Management - David Aaker, Sheth, Parvatiyar, Shainesh</li> <li>Marketing Planning and Strategy: A Practical Introduction, John Dawes, Sage Publications India Pvt. Ltd.</li> <li>Customer relationship Management, Jagdish Sheth, Atul Parvatiyar</li> <li>Handbook of Relationship Marketing - Curry, Jay</li> </ol>			
Useful links	<a href="https://www.ama.org/">https://www.ama.org/</a> <a href="https://www.mrsi.co.in/">https://www.mrsi.co.in/</a>		
Additional reading	Indian Journal of Marketing Journal of Marketing – American Marketing Research. Journal of Marketing Research – American Marketing Research.		

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

COs ↓	Program Outcomes and Programme Specific Outcomes →										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	1	1	1	3	3	1
<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

**Elective – Human Resource Management Paper I**

<b>Course Title</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>		
<b>Class and semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSC304 / DSC 306		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. Explain the concepts, evolution, models, and importance of Strategic Human Resource Management and its role in achieving organizational goals.</li> <li>2. Apply strategic HR planning tools such as environmental scanning, workforce forecasting, competency mapping, and talent acquisition strategies to real organizational situations.</li> <li>3. Analyze performance management, reward systems, and HR practices to assess their alignment with business strategy and organizational effectiveness.</li> <li>4. Evaluate HR strategies, policies, and contemporary HR issues (DEI, HR analytics, globalization, technology, change management) to support strategic decision-making.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy

			level
1.	Collaborate with organization, in the development, implementation, and evaluation of organizational Strategies.		L 2
2.	Facilitate and communicate the human resources component of the organization's business plan.		L 3
3.	Analyze, Develop & Evaluate Job Analysis & Description		L 5
4.	Contribute to the development and evaluation of employee recruitment, selection, induction and retention plans and processes.		L 6
Unit	Contents	Hours	Course outcomes
1	Introduction to Strategic Human Resource Management (10 Hours) Meaning, nature and scope of SHRM. Evolution from Personnel Management → HRM → SHRM Objectives and importance of SHRM. Role of HR in business strategy. Strategic fit and alignment (HR strategy & business strategy). Strategic challenges in HR	10	C1
Practical	Select one organization Draw HR Strategy Map linking: Vision → Business goals → HR goals → HR practices	5	
2	Strategic HR Planning Strategic Human Resource Planning (SHRP), Environmental scanning (Internal & External) Workforce forecasting techniques - Quantitative Techniques- Trend Analysis, Ratio Analysis, Workload / Work Study Analysis, Markov Analysis, Productivity Ratio Method, Qualitative Techniques-Managerial Judgment, Delphi Technique, Nominal Group Technique (NGT), Scenario Planning, Expert Opinion, Replacement Charts / Succession Planning Job analysis and competency mapping	10	C2
Practical	Training Need Analysis (TNA) Conduct survey or simulated case Identify skill gaps Propose training program	5	
3	Talent Management & Strategic Performance Talent acquisition strategies, Recruitment & selection planning, Employer branding, Talent management and succession planning, Training & development strategies, Career planning and leadership development Strategic performance management systems, Goal setting (MBO, OKRs, Balanced Scorecard), KPI development, Performance appraisal methods 360-degree feedback	10	C3
Practical	Performance Appraisal Form Design Create appraisal format using: Rating scale, 360° feedback, BARS method	5	

4	HR Strategy Implementation & Contemporary Issues HR strategy implementation, Change management, HR metrics & analytics HR audit & benchmarking, HRIS & outsourcing, DEI and ethics, Global HRM, Future trends: AI, automation, gig workforce	10	C4
Practical	HR Metrics & Analytics Exercise Calculate: Attrition rate, Cost per hire, ROI on training, Absenteeism rate	5	

Reference books:

1. Strategic Human Resource Management – Jeffrey A. Mello (Cengage)
2. Strategic Human Resource Management – Charles R. Greer (Pearson)
3. Strategic Human Resource Management – A Guide to Action – Michael Armstrong
4. Aligning Human Resource and Business Strategy – Linda Holbeche
5. Strategic Human Resource Management and Employment Relations: An International Perspective – Edited by Ashish Malik (Springer)
6. Strategic Human Resource Management and Development – Ekta Sharma (Pearson)

Useful links

1. SHRM Teaching Resources (free PDF) – Instructor manuals and modules on HR strategies and strategic HR practices | SHRM (Society for Human Resource Management)
2. SHRM Strategic HR Manual – HR Practices in India (PDF) – Covers strategic practices and case modules useful for classroom & self-study

Additional reading

1. Strategic Human Resource Management – Tanuja Agarwal (Oxford University Press)
2. Human Resource Management: Text and Cases – Sharon Pande & Swapnalekha Basak (Pearson)
3. Strategic Human Resource Management – Charles R. Greer (Pearson)
4. Strategic Human Resource Management – Mahananda B. Chittawadagi & Santhosh Kumar N. (Vision Book House)

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	2	2	2	1	2	2	2	2	1
CO2	2	2	2	2	2	2	2	1	2	2	1
CO3	2	2	2	2	2	2	1	2	2	1	1
CO4	2	2	2	2	2	2	2	2	2	2	1
Average	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.75</b>	<b>2.00</b>	<b>1.75</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>

## Elective – Financial Management Paper I

<b>Course Title</b>	<b>INDIAN FINANCIAL SYSTEM</b>		
<b>Class and Semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSC304 / DSC 306		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To explain the components, structure, and functions of Indian Financial System</li> <li>2. To analyze capital, money, derivatives, and foreign exchange markets</li> <li>3. To evaluate roles and functions of RBI, SEBI, IRDA in financial regulation</li> <li>4. To apply knowledge of financial services, stock exchanges, depositories, and NBFCs in practical scenarios</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Learn Knowledge of financial systems, institutions, and markets		L1
2.	Critical thinking and analytical skills in finance		L4
3.	Understanding regulatory frameworks and policies		L2
4	Practical application of financial knowledge and services		L3
Unit	Contents	Hours	Course outcomes
1	<p><b>Introduction to Indian Financial System:-</b></p> <p>Development of Financial System in India, Structure or components of Indian Financial System, Role and Functions of Indian financial system in the economy.</p> <p>Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions.</p>	10	C1
Practical	i) Classroom discussion on framework of Indian Financial System.	5	
2	<p><b>Financial Markets:</b></p> <p>a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds</p>	10	C2

	<p>b) Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market</p> <p>c) Derivatives Market: concept, components Transactions- Swaps, Options and Futures</p> <p>d) Foreign Exchange Market: concept and characteristics.</p>		
Practical	<p>i) Visit a bank and prepare a scrap book detailing all the instruments used in bank.</p> <p>ii) Visit brokers office to study Swaps, Options and Futures.</p>	5	
3	<p><b>Stock Exchanges:</b></p> <p>a) Stock Exchanges in India: National Stock Exchange (NSE), Bombay Stock Exchange (BSE), Over The Counter Exchange of India (OTCE) and other exchanges, SENSEX and NIFTY</p> <p>b) Trading Mechanism in Stock Exchanges: Demat, National Exchange of Automated Trading (NEAT), BSE Online Trading (BOLT), Screen based trading</p> <p>c) Depositories: Role of depositories, National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL), Eligibility and functions of Depository Participants (DPs).</p>	10	C3
Practical	<p>i) Opening demat account and study the online trading procedures.</p> <p>ii) Prepare your own stock portfolio and project its growth.</p>	5	
4	<p><b>Financial Services:</b></p> <p>a) Venture Capital, Merchant Banking, Hire Purchase and Leasing and Credit Rating.</p> <p>b) Insurance: concept and importance, types of insurance- Life Insurance and General Insurance, Privatization and Globalization of Insurance in India.</p>	10	C4

	C) NBFCs: Classification of NBFCs, Prudential Norms for NBFCs, Role of NBFCs in asset financing, Asset Reconstruction Companies, Implications of SARFAESI Act.		
Practical	i) Visit any insurance company to learn about insurance business. ii) Group discussion on various credit rating agencies and their Evaluation patters.	5	

**Reference Books:**

1. Bhole, L.M.and Mahakud Jitendra (2009),Financial Institutions and Markets,Tata McGraw-Hill Education Private Limited, New Delhi.
2. Khan, M. Y.(2013),IndianFinancialSystem,TataMcGraw-HillEducationPriviate Limited, New Delhi.
- 3.Pathak,Bharati(2014),IndianFinancialSystem,DorlingKindersleyIndiaPvt.Ltd. Licensees of Pearson Education in South Asia, New Delhi.
- 4.Bhalla, V.K.(2004),ManagementofFinancialServices,AnmolPublishingHouse
5. Ramesh Babu(2009),IndianFinancialSystem, Himalaya Publishing House ,Mumbai
6. Gordon, E.and NatrajanA. (2015),Financial Market sand Institutions, Himalaya Publishing House, Mumbai.
7. Desai, Vasant (2010), Financial Markets and Financial Services, HimalayaPublishing House, Mumbai.

**Suggested Additional Reading**

Useful links

1. [www.finmin.nic.in](http://www.finmin.nic.in)
2. [www.sebi.gov.in](http://www.sebi.gov.in)
3. [www.rbi.org.in](http://www.rbi.org.in)

**Additional reading**

1. Indian Journal of Finance
2. RBI Bulletin
3. Finance India
4. Journal of Banking and Finance
5. Banking and Finance Review

### CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	1	1	–	1	2	2	2	2	1
CO2	3	3	2	1	1	1	3	2	3	3	2
CO3	3	3	2	1	–	3	2	2	2	2	2
CO4	3	3	3	2	2	1	2	2	3	3	3
Average	3.00	2.75	2.00	1.25	0.75	1.50	2.25	2.00	2.50	2.50	2.00

### Elective – Operations Management - Paper I

<b>Course Title</b>	<b>PRODUCTION PLANNING AND CONTROL</b>		
<b>Class and Semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSC304 / DSC 306		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. Understand the fundamental concepts, structure of PPC.</li> <li>2. Learn to create, maintain, and manage forecasting and capacity management.</li> <li>3. Analyze various planning levels in the manufacturing environment.</li> <li>4. Explore contemporary systems in PPC.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Understand principles and techniques in the design, planning and control of production system.		L2
2.	Apply forecasting techniques to predict the production demand for an organization.		L3
3.	Optimize production scheduling techniques in achieving production objectives.		L5
4	Analyze advanced systems in production planning and control in manufacturing and service industries.		L4
Unit	Contents		Hours Course outcomes

1	<b>Introduction to Production Planning and Control:</b> <ul style="list-style-type: none"> <li>• PPC – Meaning, Objectives, Scope;</li> <li>• Planning Functions – Estimating, Routing, Scheduling, Loading;</li> <li>• Control Functions -Dispatching, Follow up, Inspection, Corrective Action;</li> <li>• Production Environments - Design to Order, Make to Order, Assemble to Order, Make to Stock;</li> </ul>	10	C1
Practical	Visit an industry and study production environment of that industry in nearby area.	5	
2	<b>Forecasting and Capacity Planning:</b> <ul style="list-style-type: none"> <li>• Demand Forecasting: Importance, Types and Principles of forecasting</li> <li>• Qualitative forecasting methods</li> <li>• Quantitative Forecasting Methods</li> <li>• Forecast Accuracy and Error Measurement (MAD, MSE, MAPE)</li> <li>• Capacity Planning: Definition, Types (Design, Effective, Actual)</li> <li>• Capacity Measurement and Rough-Cut Capacity Planning (RCCP)</li> <li>• Capacity Requirement Planning (CRP)</li> </ul>	10	C2
Practical	Use 12-month sales data to forecast next period demand using 3-period Moving Average, Weighted Moving Average (weights 0.5, 0.3, 0.2), and Exponential Smoothing ( $\alpha=0.3$ ) - compare accuracy using MAD.	5	
3	<b>Production Scheduling:</b> <ul style="list-style-type: none"> <li>• Aggregate Production Planning (APP) Strategies (Level, Chase, Mixed)</li> <li>• Master Production Schedule (MPS): Concept, Purpose, Inputs and Outputs</li> <li>• Material Requirements Planning (MRP-I): Objectives, Inputs, Outputs;</li> <li>• Bill of Material – Structure and types</li> </ul>	10	C3
Practical	Create a multi-level BOM for a table fan, then perform MRP explosion given Master Schedule of 100 units, current inventory and lead times.	5	
4	<b>Advanced Planning Systems and Control:</b> <ul style="list-style-type: none"> <li>• Manufacturing Resource Planning (MRP-II)</li> <li>• Shop Floor Control: Dispatching, Progressing, Expediting</li> <li>• Performance Measurement: Key Metrics (OTD, Cycle Time, Utilization, Efficiency)</li> <li>• Introduction to Advanced Planning and Scheduling (APS) Systems</li> </ul>	10	C4
Practical	Visit a manufacturing unit and study the actual shop floor problems in production control.	5	
Reference books: 1. ‘Basics of Supply Chain Management’, APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India. 2. ‘PRODUCTION PLANNING AND CONTROL: Text and Cases’, by S.K. MUKHOPADHYAY, PHI Publication.			

3. 'Fundamentals of Production Planning and Control', by Stephen N. Chapman, PEARSON Publication.
4. 'Operations Management', by William Stevenson, Tata McGraw Hill Publications.

Useful links:

1. APICS Dictionary: <https://www.ascm.org/learning-development/dictionary/>
2. MIT Operations Management Course  
<https://ocw.mit.edu/courses/15-761-introduction-to-operations-management-spring-2013/>
3. Interactive MRP Simulator: <http://mrp.usalearning.net/>

Additional readings:

1. 'The Goal: A Process of Ongoing Improvement' - Eliyahu Goldratt, Jeff Cox. (1984). North River Press.
2. 'Production the TOC Way', by Eliyahu M. Goldratt.
3. 'Lean Thinking: Banish Waste and Create Wealth' - Womack & Jones, Lean Manufacturing fundamentals, ISBN: 978-0743249270
4. 'Factory Physics' - Hopp & Spearman, Mathematical foundation of manufacturing systems, ISBN: 978-1577667391

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	1	1	2	2	2	1	2	1	1	2
CO2	1	1	1	2	2	2	1	1	1	1	2
CO3	2	1	1	1	1	1	1	2	2	2	1
CO4	1	1	1	2	2	2	1	1	1	1	2
Average	1.5	1	1	1.75	1.75	1.75	1	1.5	1.25	1.25	1.75

**Elective – Agriculture Business Management Paper I**

<b>Course Title</b>	<b>BASICS OF AGRIBUSINESS</b>			
<b>Class and semester</b>	MBA Part – II Semester - III			
<b>Course Code</b>	DSC304 / DSC 306			
<b>Course Credit</b>	4			
<b>Teaching Scheme</b>		<b>Examination Scheme</b>		
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 Marks	60 Marks	
Course Objectives				

<ol style="list-style-type: none"> <li>1. Understand the fundamentals of agribusiness and its role in agricultural and economic development.</li> <li>2. Analyze farm management principles including resource allocation, cost, and production economics.</li> <li>3. Evaluate agricultural marketing systems and finance options for effective decision-making in agribusiness.</li> <li>4. Develop entrepreneurial skills to plan, manage, and operate small-scale agribusiness ventures.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Apply managerial principles in agribusiness.		L 3
2.	Identify concepts relating to agribusiness networking and agri-business value chain.		L 1
3.	Expand their decision-making ability.		L 2
4	Develop their own plans and techniques of business & marketing.		L 6
Unit	Contents	Hours	Course outcomes
1	Introduction to Agribusiness Meaning, scope, and importance of agribusiness. Structure of agribusiness system (Input–Production–Processing–Marketing), Agribusiness environment (economic, social, technological, legal) Role of agribusiness in economic development, Agricultural policies and institutions Emerging trends in agribusiness	10	C1
Practical	Prepare a diagram of the agribusiness system (input–production–processing–marketing) based on a local example.	5	
2	Farm Management & Production Economics Principles of farm management, Factors of production: Land, Labor, Capital, Management, Cost concepts and farm budgeting, Production functions and input-output relationships, Farm planning and resource allocation Risk and uncertainty in agriculture	10	C2
Practical	Prepare a simple cost and profit calculation for one selected crop.	5	
3	Agricultural Marketing & Finance Meaning and functions of agricultural marketing, Marketing channels and supply chain management, Pricing of agricultural products Market information systems, Agricultural finance: Sources of credit (institutional & non-institutional), Role of banks and cooperative societies	10	C3
Practical	Study and report the marketing channel of one agricultural product in your area.	5	

4	Agribusiness Entrepreneurship & Value Chain Agribusiness entrepreneurship development, Project formulation and feasibility analysis, Agro-processing and value addition, Contract farming and cooperative farming, Export-import procedures in agricultural trade Digital marketing in agribusiness	10	C4
Practical	Prepare a brief project idea for starting a small agribusiness enterprise.	5	

Reference books:

1. Agribusiness Management – by Sudhir Kochhar.
2. Agricultural Marketing in India – by S.S. Acharya & N.L. Agarwal.
3. Agribusiness Management – Comprehensive textbook on modern agribusiness principles and decision-making.
4. Agribusiness Management – Recent Indian-focused guide with case studies and practical insights.
5. Agribusiness Management – Text with emphasis on Indian agricultural policy, marketing, and finance.
6. A Handbook of Agribusiness – Detailed agribusiness reference covering markets, supply chains, and industry sectors.
7. Textbook on Agribusiness and Rural Marketing – Focuses on marketing and rural market systems in agriculture.
8. Sustainable Approach to Agri-Business Management – Looks at sustainability and growth within agribusiness frameworks.

Useful links

1. Food and Agriculture Organization – <https://www.fao.org>
2. National Bank for Agriculture and Rural Development – <https://www.nabard.org>

Additional reading

1. Indian Agriculture – by R.K. Sharma.
2. Articles from Indian Council of Agricultural Research publications.

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	3	2	1	2	2	3	3	1
CO2	2	3	2	2	2	2	3	1	3	2	2
CO3	3	2	3	3	3	2	2	3	2	3	2
CO4	3	3	3	2	2	3	3	3	3	3	3
Average	<b>2.75</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.25</b>	<b>2.00</b>	<b>2.50</b>	<b>2.25</b>	<b>2.75</b>	<b>2.75</b>	<b>2.00</b>

## Elective – Marketing Management - Paper II

Course Title	<b>SERVICE AND RETAIL MARKETING</b>		
Class and semester	MBA Part – II Semester - III		
Course Code	DSC 305/ DSC 307		
Course Credit	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
Lectures	Practical	Internal	External
40 hrs	20 hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To understand fundamentals of services marketing and service design.</li> <li>2. To analyse service quality and customer relationship practices.</li> <li>3. To understand concepts and formats of retail management.</li> <li>4. To evaluate retail strategies and operational practices.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Blooms Taxonomy level
<b>CO1</b>	<b>Explain</b> concepts and characteristics of services marketing		L 2
<b>CO2</b>	<b>Apply</b> service quality models to assess customer satisfaction		L 3
<b>CO3</b>	<b>Analyse</b> retail formats and store management practices		L 4
<b>CO4</b>	<b>Evaluate</b> retail strategies and merchandising decisions		L 5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b> Theory	Introduction to Services, Service Marketing Mix (7Ps): Product, Price, Place, Promotion, People, Process, Physical Evidence; Service Consumer Behaviour, Customer expectations and perceptions, Factors influencing service buying behaviour, Service encounter and moments of truth; Service Blueprinting- Concept, components, and applications, Mapping customer journey.	10	CO1
Practical	Select any service organization, identify customer touchpoints and prepare a service blueprint and customer journey map.	5	
<b>2</b> Theory	Service Quality Management-Service quality dimensions (SERVQUAL model), Gaps model of service quality, Measurement of service quality; Customer satisfaction and Customer experience management (CEM), Managing service encounters; Service Design & Delivery: New service development process, Service delivery systems, Role of technology in services (AI, automation, self-service tech);	10	CO2

	Service Recovery & Importance, Complaint Handling - Strategies for complaint management, Building customer loyalty; Customer lifetime value (CLV), Retention strategies.		
Practical	Design a SERVQUAL questionnaire for any service sector, collect responses and analyse service quality gaps.	5	
3 Theory	Introduction to Retailing, Meaning, scope, and importance of retailing, Retail evolution in India and global trends; Store-based and Non-store Retail Formats & Classification, retailing, Multichannel and omnichannel retailing; Retail Strategy, Target market selection and positioning, Retail value proposition, Competitive strategies in retail; Retail Location & Site Selection, Factors affecting location decisions, Trading area analysis, Store layout and design.	10	CO3
Practical	Visit a retail store and analyse store layout, format, location advantages and customer service practices.	5	
4 Theory	Merchandise Management, Merchandise planning and budgeting, Category management, Buying process and vendor relations; Pricing Strategies and policies in Retail, Pricing objectives, Psychological pricing, Discounting; Retail Supply Chain & Inventory Management; Retail Promotion and visual merchandising, Customer experience in retail stores; E-Retailing & Emerging Trends-Online retailing and digital transformation, Mobile commerce and social commerce.	10	CO4
Practical	Select a retail business and develop a merchandise plan, pricing strategy and promotional plan. Present the strategy in class.	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. Wirtz, J., &amp; Lovelock, C. – Services Marketing: People, Technology, Strategy</li> <li>2. Zeithaml, V. A., Bitner, M. J., &amp; Gremler, D. D. – Services Marketing: Integrating Customer Focus Across the Firm.</li> <li>3. Verma, Harsh V. Services Marketing: Text and Cases, India, Pearson Education.</li> <li>4. Srinivasan, R. Services Marketing: The Indian Context. India, PHI Learning.</li> <li>5. Levy, M., Weitz, B. A., &amp; Grewal, D. – Retailing Management</li> <li>6. Berman, B., Evans, J. R., &amp; Chatterjee, P. – Retail Management: A Strategic Approach</li> <li>7. Pradhan, S. – Retailing Management: Text and Cases</li> <li>8. Vedamani, G. G. – Retail Management: Functional Principles and Practices</li> <li>9. Giri, Arunangshu, Paul, Pradip, Chatterjee, Satakshi - Retail Management: Text &amp; Cases. - PHI Learning Pvt. Ltd.</li> </ol>			
Useful links	<a href="https://www.ama.org/">https://www.ama.org/</a> <a href="https://nrf.com/">https://nrf.com/</a>		
Additional reading	Indian Journal of Marketing Journal of Services Marketing - Emerald Publishing Journal of Marketing Journal of Retailing.		

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

COs ↓	Program Outcomes and Programme Specific Outcomes →										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	1	1	1	3	3	1
<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

**Elective – Human Resource Management Paper II**

<b>Course Title</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>		
<b>Class and Semester</b>	MBA Part – II Semester – III		
<b>Course Code</b>	DSC 305/ DSC 307		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>Understand the Core Concepts of HRD</li> <li>Equip students with a comprehensive understanding of the fundamental concepts, frameworks, and Develop Skills in Designing and Implementing Training Programs</li> <li>Enable students to design, implement, and evaluate effective training and development programs tailored to the needs of organizations. Students will also learn how to conduct Training Needs Analysis (TNA) and assess the outcomes of training initiatives.</li> <li>Apply Organizational Development (OD) Interventions</li> </ol>			

<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Understand and apply HRD concepts and frameworks to enhance organizational effectiveness.		L 2
2.	Gain the skills to design, implement, and evaluate training programs that address organizational needs.		L 1
3.	Apply organizational development techniques to manage change and improve team dynamics.		L 3
4	Integrate performance management and career development systems to support employee growth and organizational success.		L 6
Unit	Contents	Hours	Course outcomes
1	Introduction to Human Resource Development Concept and Definition of HRD, Evolution of HRD, Role of HRD in organizations, Key Components of HRD, Training and Development- Organizational Development, Career Development, Performance Management, HRD System and Process, HRD framework in the Indian context, Models of HRD, HRD and Organizational Growth, HRD's role in organizational strategy, HRD practices to enhance employee productivity HRD's impact on organizational culture	10	C1
Practical	Role-playing exercises on HRD interventions in a corporate setting.	5	
2	Introduction to Training, Need for training in organizations, Types of training methods: On-the-job vs. Off-the-job Training Needs Analysis (TNA), Identifying training needs, Methods of conducting TNA, Training Design and Implementation, Designing effective training programs, Training delivery techniques, Role of trainers, Evaluation of Training Programs, Kirkpatrick's Model of Training Evaluation ROI in training programs, Post-training assessment tools and methods	10	C2
Practical	Identify training need of workers in any organization.	5	

3	Introduction to Organizational Development, Definition, scope, and principles of OD, OD as a strategic intervention tool, OD Techniques and Interventions, Team building, Process consultation, Action research, Survey feedback, Sensitivity training, Quality Circles, Job enrichment Change Management and OD, Managing organizational change Theories of change (Lewin's Change Model, Kotter's 8-Step Change Model) Overcoming resistance to change, Evaluating OD Interventions Measuring the effectiveness of OD programs, Challenges in OD implementation on leadership development or technical skills.	10	C3
Practical	Group exercises on OD intervention strategies.	5	
4	Performance Management System (PMS), Components and objectives of PMS, Setting SMART goals, Performance appraisal methods (360-degree feedback, forced ranking, etc.), Managing Employee Performance, Performance counseling and feedback, Employee motivation theories, Career Development, Career planning and career paths, Succession planning and talent management, Linking Performance and Career Development, Integrating PMS with career development programs, Retaining top talent through effective career development programs	10	C4
Practical	Design a performance appraisal form for an organization.	5	
<ol style="list-style-type: none"> <li>1. Human Resource Development: Theory and Practice Author: Jon M. Werner &amp; Randy L. DeSimone Publisher: Cengage Learning</li> <li>2. Human Resource Development: A Strategic Approach Author: Peter A. P. Stokes &amp; John J. Houghton Publisher: Routledge</li> <li>3. Organization Development and Change Author: Thomas G. Cummings &amp; Christopher G. Worley Publisher: Cengage Learning</li> <li>4. Description: A well-structured textbook offering in-depth coverage of organizational development techniques, theories, and interventions. Performance Management: Changing Behavior that Drives Organizational Effectiveness Author: Aubrey C. Daniels Publisher: Performance Management Publications</li> <li>5. Training and Development: Enhancing Communication and Leadership Skills Author: Richard L. Daft &amp; Dorothy Marcic Publisher: Cengage Learning</li> <li>6. Human Resource Development and Career Development Author: Dr. V.S.P. Rao Publisher: Excel Books</li> <li>7. The New HRD Mandate: HRD for Organizational Performance Author: Anil K. Gupta &amp; Vineet Nayar Publisher: Pearson Education</li> <li>8. The Theory and Practice of Training Author: Roger Buckley &amp; Jim Caple Publisher: Kogan Page</li> </ol>			
<ol style="list-style-type: none"> <li>1. 1. Academic and Research Journals Academy of Management Journal Link: <a href="https://journals.aom.org/journal/amj">https://journals.aom.org/journal/amj</a></li> <li>2. A top-tier journal for HRD and organizational behavior research, offering in-depth studies and articles. Human Resource Development International Link: <a href="https://www.tandfonline.com/toc/chri20/current">https://www.tandfonline.com/toc/chri20/current</a></li> </ol>			

3. A leading journal focusing on human resource development globally, covering theory, research, and practice. Journal of Organizational Behavior Link: <https://onlinelibrary.wiley.com/journal/10991379>
4. Research articles related to organizational development, behavior, and HRD topics.  
Online Learning Platforms Coursera - Human Resource Management Specialization  
Link: <https://www.coursera.org/specializations/human-resource-management>
5. A series of online courses on HR management, including HRD topics like training, performance management, and organizational development.
6. edX - HR and Leadership Development Link: <https://www.edx.org/course/hr-and-leadership-development>

1. "Human Resource Development" by K. Aswathappa
2. "Human Resource Development: A Strategic Approach" by Peter A. P. Stokes & John J. Houghton
3. "Training and Development: Enhancing Communication and Leadership Skills" by Richard L. Daft & Dorothy Marcic
4. "The New HRD Mandate: HRD for Organizational Performance" by Anil K. Gupta & Vineet Nayar

### CO-PO Mapping

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	2	2	2	2	2	1	2	2	1
CO2	2	2	2	2	2	2	1	2	2	2	2
CO3	2	2	2	2	1	2	2	1	2	2	1
CO4	2	2	2	2	2	2	2	2	1	1	2
Average	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.75</b>	<b>2.00</b>	<b>1.75</b>	<b>1.50</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>

### Elective – Financial Management Paper II

<b>Course Title</b>	<b>FINANCIAL DECISION ANALYSIS</b>		
<b>Class and semester</b>	MBA Part – II Semester – III		
<b>Course Code</b>	DSC 305/ DSC 307		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks

### Course Objectives

- To develop financial decision analysis, including time value of money.
- To provide knowledge of cost of capital, financing decisions, and leverage analysis in corporate finance.
- To equip students with capital budgeting techniques and decision-making tools under risk and uncertainty.
- To understand dividend decisions, policies, and theories for maximizing shareholders' wealth.

**Course Outcomes:** On successful completion of the course, the learner will be able to

Blooms  
Taxonomy  
level

1.	Apply time value of money concepts and analyse financial decisions using basic financial mathematics.	L3
2.	Calculate cost of capital, evaluate financing options, and analyse leverage impact on firm performance.	L4
3.	Evaluate investment projects using capital budgeting techniques and risk analysis tools.	L5
4	Analyse dividend policies and apply dividend theories in practical financial decision-making	L4

Unit	Contents	Hours	Course outcomes
1	<b>Introduction to Financial Decision Analysis</b> - Meaning and Scope of Financial Decision Analysis, Role of Financial Manager in Decision Making, Objectives of Financial Management, Time Value of Money (TVM), Discounting and Compounding Techniques, Financial Mathematics (NPV basics)	10	C1
Practical	Analyze real-life financial data or case studies to evaluate the role of a financial manager in decision-making and apply basic financial mathematics concepts for decision analysis.	5	
2	<b>Cost of Capital and Financing Decisions</b> - Meaning and Importance of Cost of Capital, Cost of Debt, Equity, Preference Shares Weighted Average Cost of Capital (WACC) ,Leverage Analysis:-Operating Leverage ,Financial Leverage ,Combined Leverage .	10	C2
Practical	Analyze operating, financial, and combined leverage through numerical problems to assess the firm's risk and its impact on profitability and decision-making.	5	
3	<b>Capital Budgeting:</b> Meaning and Importance of Capital Budgeting	10	C3

	Techniques- Payback Period ,Accounting Rate of Return (ARR) ,Net Present Value (NPV) ,Internal, Rate of Return (IRR) ,Profitability Index (PI) Risk Analysis in Capital Budgeting- Sensitivity analysis, Scenario analysis and Decision Tree analysis. Capital rationing, Techniques of decision making under risk and uncertainty-		
Practical	Visit any corporate entity and understand the system of capital budgeting in respective company.	5	
4	<b>Dividend Decision:</b> Meaning, Definition, importance of dividend decision, Determinants of Dividend Policy, Dividend policy in practice; Bonus Shares - regulation, reasons, deciding bonus ratio; Bonus shares and stock splits. Dividend Theories (Walter, Gordon, MM Theory) ,	10	C4
Practical	To analyse the financial results of a listed company through EBIT and analysis.	5	

**Reference Books:**

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon
2. Investment Management by Preeti Singh
3. Investment Management - V.A.Avadhani
4. Investment – Fifth Edition- Jane Cowdell
5. Portfolio Management – Kevin
6. Portfolio Management – Barua
7. Financial Management- (Fifth Edition) Prasanna Chandra
8. Workbook by Association of Mutual Funds in India
9. Direct Taxes:V.K. Singhaniya
10. Financial Management- Van Horne, James C.
11. Financial Management and Policy- Bhalla V.K.
12. Financial Management- Khan and Jain
13. Financial Management- I.M.Pandey
14. Principles of Financial Management-R.P.Rustagi.

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
CO1	3	2	2	1	1	1	1	2	3	1	1
CO2	3	3	2	1	1	1	1	2	3	2	2
CO3	3	3	3	1	2	1	2	2	2	3	2
CO4	3	2	2	1	1	2	2	2	1	2	3
Average	3.00	2.50	2.25	1.00	1.25	1.25	1.50	2.00	2.25	2.00	2.00

## Elective – Operations Management Paper II

<b>Course Title</b>	<b>MATERIALS &amp; INVENTORY MANAGEMENT</b>		
<b>Class and Semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSC 305/ DSC 307		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To analyze cost trade-offs to optimize inventory levels.</li> <li>2. To apply quantitative models (EOQ, MRP) for effective planning.</li> <li>3. To develop skills for efficient inventory control.</li> <li>4. To evaluate modern strategies like JIT and sustainable practices.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Describe the functions and costs of an inventory system.		L1
2.	Plan the inventory according to order quantity, reorder point and safety stocks.		L6
3.	Implement selective inventory control techniques in production organization.		L3
4	Analyse the scope of implementation for improved inventory management techniques.		L4
Unit	Contents	Hours	Course outcomes
1	<b>Introduction:</b> Inventories – Concept, Objectives, Types, and Costs associated with inventories – Item Costs, Carrying Costs, Ordering Costs, Stock Out costs, Capacity Related Costs, Cost Balancing. Inventory management – Importance in current industries.	10	C1
Practical	Study of an industry about various inventory management techniques.	5	
2	<b>Inventory Models:</b>	10	C2

	Inventory Planning Concepts - Lead time, Consumption Rate, Safety Stock, Reorder Level, Order Quantity; Inventory models – Fixed Order Quantity Vs Fixed Order Interval, Economic Order Quantity and Quantity Discount Model when Stock Replenishment is instantaneous.		
Practical	Numerical problems based on EOQ for any industry.	5	
3	<b>Inventory Control:</b> Concept, Inventory Accounting – Tracking, Cost determination, Physical Inventory Control; Selective Inventory Control Techniques – ABC, VED, HML, FSN analysis. Service level; Documentation for Inventory control.	10	C3
Practical	Numerical problems based on ABC analysis for any industry.	5	
4	<b>Recent Trends in Inventory Management:</b> Computerized inventory management; Zero Inventory, Just in Time (JIT) – Advantages, Disadvantages, Implementation Challenges, Vendor Managed Inventory, JIT – II; AI and Automation in Inventory Control.	10	C4
Practical	Study inventory control measures taken by any industry.	5	

Reference books:

1. ‘Basics of Supply Chain Management’, APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India.
2. ‘Introduction to Materials Management’, by J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Pearson Publications
3. ‘Operations Management’, by William Stevenson, Tata McGraw Hill Publications.

Useful links

1. <https://bookofmodules.ul.ie/Default.aspx?ModuleCodeParameter=%7CMG4041%7C>
2. [https://catalog.tbr.edu/preview\\_course\\_nopop.php?catoid=1&coid=4047](https://catalog.tbr.edu/preview_course_nopop.php?catoid=1&coid=4047)
3. <https://catalog.nccu.edu/trIn/DUKE99119732227408501>
4. <https://catalog.forestlakescommunitylibrary.org/Hoopla/16967409>

Additional reading

1. ‘Toyota Production System’ by Taiichi Ohno (Productivity Press, 1988)
2. ‘The Toyota Way’, by Jeffrey Liker, McGraw-Hill Publications.

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	1	0	0	1	1	1	1	1	1	0	1
CO2	0	1	0	2	2	2	1	2	1	0	1
CO3	0	0	0	1	1	1	2	1	0	0	1

CO4	0	0	0	1	1	1	0	1	1	2	1
Average	0.25	0.25	0	1.25	1.25	1.25	1	1.25	0.75	0.5	1

### Elective – Agriculture Business Management Paper II

<b>Course Title</b>	<b>AGRIPRENEURSHIP</b>		
<b>Class and Semester</b>	MBA Part – II Semester - III		
<b>Course Code</b>	DSC 305/ DSC 307		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>Analyze entrepreneurial characteristics and evaluate entrepreneurship as a viable career option.</li> <li>Develop and assess business ideas using SWOT analysis, feasibility studies, and viability evaluation.</li> <li>Identify and solve functional problems in innovative products and services to improve operational effectiveness.</li> <li>Interpret government policies and institutional support available for entrepreneurs in India for business growth and sustainability.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Develop themselves for agri-business		L 6
2.	Transform tradition agriculture to modern agriculture		L 2
3.	Utilize their power and intellectual excellency for society welfare		L 3
4	Develop themselves as entrepreneur.		L 6
Unit	Contents		Hours Course outcomes

1	<p>Introduction to Agripreneurship</p> <p>Concept and Scope, Meaning and evolution of Agripreneurship, Agripreneur vs Entrepreneur, Role of agripreneurs in rural development, Emerging trends in Indian agriculture. Agricultural Ecosystem in India-Structure of Indian agriculture, Agri-value chain and supply chain, Agro-based industries, Food processing sector. Government Policies and Institutional Support-Role of NABARD, Role of APEDA, Role of SFAC, Ministry of Agriculture &amp; Farmers Welfare schemes, Startup India and Agri-startups. Opportunities in Agripreneurship-Organic farming, Dairy and livestock, Agri-tech startups, Export-oriented agriculture</p>	10	C1
Practical	Conduct a field visit to a local agri-enterprise and prepare a brief report on its value chain and government support (e.g., schemes of NABARD).	5	
2	<p>Business Planning and Agri-Enterprise Management</p> <p>Identifying Business Opportunities-Market survey and feasibility study, SWOT analysis in agribusiness, Demand forecasting. Business Plan Development-Components of a business plan, Project formulation and report preparation, Risk assessment and mitigation. Financial Management in Agribusiness-Sources of finance (Commercial banks, Microfinance, Venture capital), Role of Small Farmers Agribusiness Consortium, Credit appraisal and subsidy schemes, Costing and pricing strategies. Legal and Regulatory Framework-FSSAI regulations, GST in agribusiness, Contract farming laws, Export-import procedures</p>	10	C2
Practical	Prepare a detailed business plan for a selected agribusiness venture including financial projections and risk analysis.	5	
3	<p>Marketing and Value Chain Management</p> <p>Agricultural Marketing Systems-Traditional vs modern marketing, APMC system, e-NAM platform, Role of cooperatives. Branding and Promotion-Product differentiation, Agri-branding strategies, Packaging and labeling. Supply Chain and Logistics-Cold chain management, Warehousing and storage, Transportation management. Digital Transformation in Agriculture-Agri-tech platforms, Precision farming, Role of startups and incubation centers</p>	10	C3
Practical	Analyze mandi price trends using data from Agmarknet and suggest a marketing strategy for a farm product.	5	
4	<p>Innovation, Sustainability and Case Studies</p> <p>Innovation in Agripreneurship-Agri-technology innovations, ICT in agriculture, Farm mechanization. Sustainable Agribusiness-Climate-smart agriculture, Sustainable supply chains, CSR in agriculture. Social</p>	10	C4

	Entrepreneurship in Agriculture- Farmer Producer Organizations (FPOs), Women agripreneurs, Rural entrepreneurship models		
Practical	Develop a case study presentation on a successful agripreneur or cooperative model such as Amul focusing on innovation and sustainability.	5	

Reference books:

1. Entrepreneurship Development and Management – Vasant Desai
2. Agribusiness Management – Dr. C.B. Singh & Dr. R.K. Sharma
3. Agricultural Marketing in India – S.S. Acharya & N.L. Agarwal
4. Indian Agriculture: Performance and Challenges – Government of India
5. Entrepreneurship – Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd
6. NABARD Annual Reports
7. Reports from Food and Agriculture Organization (FAO)

Useful links

1. Agripreneurship Articles & Insights (AESANetwork) – Papers on agri-startups, extension services, FPOs, and business models.
2. Agripreneurship – Agriculture Notes (Agriculture.Institute) – Concept overview and best practices.
3. Agripreneurship Alliance Videos & Webinars – Conversations, expert talks & webinars on agripreneurship topics.
4. MANAGE Centre for Innovation & Agripreneurship (Webinars) – Series of webinars on agri-startups and innovation from an Indian Govt institute.

Additional reading

1. Ministry of Agriculture & Farmers Welfare <https://agricoop.nic.in>
2. Schemes, policy updates, annual reports, agri reforms. NABARD <https://www.nabard.org>
3. Small Farmers Agribusiness Consortium (SFAC) <http://sfacindia.com>
4. Venture Capital Assistance (VCA), FPO schemes.
5. National Institute of Agricultural Extension Management (MANAGE) <https://www.manage.gov.in>
6. Agri Clinics & Agribusiness Centres (ACABC), entrepreneurship training.
7. Startup India <https://www.startupindia.gov.in>
8. Recognition, funding support, DPIIT registration.

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	1	1	1	1	1	0	1	1	1	1	0
CO2	1	1	1	1	0	1	1	0	1	1	1
CO3	1	1	1	1	1	1	0	1	1	0	0
CO4	1	1	1	1	1	1	1	1	1	1	1
Average	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>0.50</b>

**Optional C (Any one subject can be chosen from below.)**

	<b>Optional C* (Internal) for Semester III</b>
IX	SWAYAM Course
X	Creativity and Innovation
XI	Farmer Producer Organizations
XII	Rural and Cottage Industries

<b>Course Title</b>		<b>CREATIVITY AND INNOVATION</b>	
<b>Class and Semester</b>		MBA Part – II Semester - III	
<b>Course Code</b>		SECC 308	
<b>Course Credit</b>		2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	
20 Hrs	10 Hrs	50 Marks	
<b>Course Objectives</b>			
1. To develop creative thinking abilities and problem-solving skills among students. 2. To understand the concepts, process, and significance of creativity and innovation in business organizations. 3. To equip students with tools and techniques for idea generation and innovation management. 4. To enhance students’ ability to design, evaluate, and implement innovative business solutions.			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Explain the fundamental concepts of creativity, innovation, and their role in business success.		L1
2.	Apply various creative thinking techniques to generate innovative ideas and solutions.		L5
3.	Analyse different types and strategies of innovation in organizational contexts.		L4
4	Develop and implement innovative solutions to real-world business problems.		L5
Unit	Contents		Course outcomes

1	<p><b>Foundations of Creativity and Creative Thinking Tools</b></p> <p>Meaning, nature, and importance of creativity, Difference between creativity, innovation, and invention, Characteristics of creative individuals and organizations, The creative process (Preparation, Incubation, Illumination, Verification), Barriers to creativity: personal, organizational, and environmental, Techniques to overcome barriers to creativity, Role of creativity in managerial decision-making, Brainstorming and its types, Mind Mapping and Concept Mapping, Lateral Thinking, SCAMPER Technique.</p>	10	C1
Practical	<p>Self-assessment of creative thinking abilities ,Short creativity tests (divergent thinking exercises) ,Activity: “Alternative Uses Test” (e.g., uses of a paper clip/brick), Conduct structured brainstorming session in groups ,Problem statement: Business or social issue ,Application of rules of brainstorming .</p>	5	
2	<p><b>Innovation Concepts ,Strategies and managing Innovation</b></p> <p>Meaning and importance of innovation in business, Types of innovation: Product, Process, Service, Business Model, Incremental vs Radical innovation, Open vs Closed innovation, Innovation life cycle, Role of technology in innovation, Innovation and competitive advantage, Case studies of innovative companies, Innovation management process, From idea to commercialization, Innovation culture and leadership, Organizational structure for innovation, Risk management in innovation, Measuring innovation performance, Challenges in innovation implementation.</p>	10	C2
Practical	<p>Analysis of innovative companies (Indian context preferred) , Examples: Startups, digital platforms, or MSMEs , Focus: Innovation type, strategy, and success factors , Group discussion and presentation ,Identify a real-life problem (campus/local/business) , Develop an innovative solution using learned tools , Prepare brief proposal including, Problem definition , Idea generation method , Feasibility and expected impact .</p>	5	

### Suggested Readings

1. **Rishiksha T. Krishnan & Vinay Dabholkar** – *From Jugaad to Systematic Innovation: The Challenge for India* .
2. **Navi Radjou, Jaideep Prabhu & Simone Ahuja** – *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth* .
3. **Jaideep Prabhu & Navi Radjou** – *Frugal Innovation: How to Do More with Less* .
4. **Dr. A.P.J. Abdul Kalam** – *Ignited Minds: Unleashing the Power Within India* .
5. **Dr. A.P.J. Abdul Kalam** – *Wings of Fire* (for inspiration and innovation mindset) .
6. **C.K. Prahalad** – *The Fortune at the Bottom of the Pyramid* .
7. **Devdutt Pattanaik** – *Business Sutra: A Very Indian Approach to Management*.
8. **Arindam Bhattacharya, Nikolaus Lang & Jim Hemerling** – *Beyond Great* (Indian/global business innovation insights).
9. **Pawan Soni** – *Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-*

solving.

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
CO1	3	1	1	1	2	1	1	2	3	2	1
CO2	2	3	2	2	3	1	1	2	2	3	3
CO3	2	3	2	1	2	1	2	2	2	3	2
CO4	3	3	3	2	3	2	2	2	3	3	3
Average	2.50	2.75	2.25	1.50	2.75	1.25	1.50	2.00	2.50	2.75	2.25

Course Title	<b>FARMER PRODUCER ORGANISATIONS</b>	
Class and semester	MBA Part – II Semester - III	
Course Code	SECC 308	
Course Credit	2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>
Lectures	Practical	Internal
20 hrs	10 hrs	50 Marks
Course Objectives		
1.Understand the concept, structure, and functioning of FPOs 2.Analyze the ecosystem, institutional framework, and regulatory requirements 3.Develop skills in farmer mobilization, collaboration, and capacity building 4.Understand financial management and business planning, economic activities and viable business models suitable for FPO sustainability.		
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to		Blooms Taxonomy level
<b>CO1</b>	Analyse the ecosystem required for establishing FPOs including legal, financial, and institutional frameworks.	L4
<b>CO2</b>	Apply procedures for farmer mobilization, registration, and infrastructure planning for new FPO formation.	L6
<b>CO3</b>	Demonstrate understanding of financial account management and collaboration mechanisms in FPO operations.	L4

CO4	Design viable business plans and value chain models for FPO-based economic activities.	L5	
Unit	Contents	Hours	Course outcomes
1 Theory	Concept of FPO and Importance Concept and importance of FPO – Types of FPOs - Organizational structure and Functions of FPO - Ecosystem required for FPO - Role of FPOs in present Indian Agricultural Development – Factors, Problems and Challenges of FPOs in India, Establishing FPO and Collaborations Situation Analysis and Mobilizing Farmer Producers for FPO - Rules and Regulation related to FPOs - Procedures to start FPO –Infrastructure required for FPO	10	CO1,CO2
Practical	Situation Analysis and Farmer Mobilization Plan for Formation of an FPO	5	
2 Theory	<b>Collaboration with Other Organizations</b> – Training and Capacity Building to Persons in FPO – Managing Financial Accounts of FPO. <b>Economic Activities and Business Planning of FPO</b> Economic Activities undertaken by FPO: Input Purchase, Custom Hiring Machines - Output Business: Procuring, Processing, Storage, Logistics, Marketing, Exporting etc. - Product Identification and Value Chain Analysis for FPO - Business Planning for FPO - Viable Business Models of FPO: Multi-product and Value Added.	10	CO1, CO2
Practical	Preparation of Business Plan for an FPO.	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. <b>Producer Companies and Farmer Producer Organizations;</b> R. K. Jain, Indian academic publishers.</li> <li>2. <b>Agribusiness Management,</b> Subhash C. Sharma</li> <li>3. <b>Agricultural Marketing in India,</b> S. S. Acharya &amp; N. L. Agarwal</li> <li>4. <b>Agricultural Cooperation and Farmer Organizations.</b> N. Hajela</li> <li>5. <b>Value Chain Management in Agriculture,</b> G. Mani</li> </ol>			
Useful links	Nabard FPO e learning module		
Additional reading	NABARD FPO Annual Reports National Policy on FPOs Indian Journal of Agricultural Extension Management NABARD – Farmers’ Collectives SFAC – FPO Formation Guidelines MANAGE – FPO Institutional Model		

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	1	1	1	3	3	1
<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

<b>Course Title</b>	<b>RURAL AND COTTAGE INDUSTRIES</b>	
<b>Class and Semester</b>	MBA Part – II Semester - III	
<b>Course Code</b>	SECC 308	
<b>Course Credit</b>	2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>
20 Hrs	10 Hrs	50 Marks
Course Objectives		
<ol style="list-style-type: none"> <li>Understand the concept, scope, and significance of rural and cottage industries in rural development.</li> <li>Identify and classify various types of rural and cottage industries, including handicrafts, handlooms, and agro-based units.</li> <li>Analyze the management aspects of small-scale and cottage industries, including production planning and cost control.</li> <li>Evaluate marketing strategies and supply chains for rural products, including e-commerce and cooperative approaches.</li> </ol>		
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to		Blooms Taxonomy level
1.	Recall and explain the types, scope, and importance of rural and cottage industries.	L 2
2.	Apply management principles to plan production and control costs in small-scale and cottage industries.	L 3



CO1	2	2	2	3	2	1	2	3	3	2	2
CO2	3	3	2	2	2	3	2	3	3	3	2
CO3	3	3	3	2	3	2	3	3	2	3	3
CO4	3	2	3	3	2	2	3	3	2	3	3
Average	<b>2.75</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.25</b>	<b>2.00</b>	<b>2.50</b>	<b>3.00</b>	<b>2.50</b>	<b>2.75</b>	<b>2.50</b>

## MBA. Part-II Semester-IV

Paper No.	Course Code	Subjects	Credits	Teaching Scheme		Weekly Sessions	Internal Marks	Uni. Exam	Total Marks
				Lectures	Practical				
25	CC 401	Entrepreneurship and Startups	4	40 Hrs	20 Hrs	4	40	60	100
26	CC 402	Business Analytics	4	40 Hrs	20 Hrs	4	40	60	100

27	CC 403	Quality Management System	4	40 Hrs	20 Hrs	4	40	60	100
28	DSE 401	Elective I- Paper-III	4	40 Hrs	20 Hrs	4	40	60	100
29	DSE 402	Elective-I Paper-IV	4	40 Hrs	20 Hrs	4	40	60	100
30	DSE 403	Elective II- Paper-III	4	40 Hrs	20 Hrs	4	40	60	100
31	DSE 404	Elective-II Paper-IV	4	40 Hrs	20 Hrs	4	40	60	100
32	SEC 401	Optional – D* (Internal) / SWAYAM Course	2	20 Hrs	10 Hrs	2	50	--	50
		<b>Total</b>	<b>30</b>			<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>

<b>Course Title</b>	<b>ENTREPRENEURSHIP AND STARTUPS</b>			
<b>Class and Semester</b>	MBA Part – II Semester - IV			
<b>Course Code</b>	CC401			
<b>Course Credit</b>	4			
<b>Teaching Scheme</b>		<b>Examination Scheme</b>		
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 Marks	60 Marks	
Course Objectives				
<ol style="list-style-type: none"> <li>1. Understand entrepreneurial concepts and the startup ecosystem.</li> <li>2. Identify and evaluate business opportunities and innovative ideas.</li> <li>3. Prepare business plans and mobilize financial resources for startups.</li> <li>4. Manage, grow, and scale startups sustainably in competitive markets</li> </ol>				
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to				Blooms Taxonomy level
1.	Analyze Entrepreneurship characteristics and evaluate it as a career			L 4
2.	Develop business idea and evaluate it with SWOT analysis along with feasibility and Viability			L 6

3.	Identify the functional problems of the innovative product and services		L 1
4	Interpret the policies and organization involved for entrepreneurial support available in India		L 2
Unit	Contents	Hours	Course outcomes
1	<p>Fundamentals of Entrepreneurship.  Meaning and concept of Entrepreneurship. Characteristics and functions of an Entrepreneur.  Types of Entrepreneurs (Innovative, Social, Women, Rural, Tech, etc.)  Role of entrepreneurship in economic development.  Entrepreneur vs Manager vs Intrapreneur</p> <p>Fundamentals of Entrepreneurship. Meaning and concept of Entrepreneurship. Characteristics and functions of an Entrepreneur  Types of Entrepreneurs (Innovative, Social, Women, Rural, Tech, etc.)  Role of entrepreneurship in economic development</p>	10	C1
Practical	Prepare a brief profile of a local entrepreneur highlighting their characteristics, type, and impact on economic development.	5	
2	<p>Opportunity Identification &amp; Startup Ideation  Creativity and innovation concepts -  Idea generation techniques (Brainstorming, Design Thinking, SCAMPER, Mind Mapping)  Opportunity recognition and screening -Market research and customer discovery  Feasibility analysis (technical, financial, market, operational)  Business Model Canvas (BMC)  Value proposition design  Intellectual Property Rights (IPR) basics  Digital and tech-based startups  Lean startup methodology</p>	10	C2
Practical	Use brainstorming or mind-mapping to generate at least three startup ideas and evaluate their feasibility using a mini Business Model Canvas.	5	
3	<p>Startup Planning, Legal Framework &amp; Financing  Business plan preparation (structure and components), Legal forms of business organization, Startup registration procedures (MSME, DPIIT, GST basics)Licenses and compliance, Project planning and scheduling  Sources of finance: Bootstrapping, Angel investors, Venture capital, Bank loans, Crowdfunding, Government funding schemes  Financial statements for startups-Costing, pricing and break-even analysis  Risk management</p>	10	C3
Practical	Draft a simple business plan for one selected startup idea, including legal structure, funding sources, and break-even analysis.	5	

4	Managing, Marketing & Scaling Startups Marketing strategies for startups,, Digital marketing (SEO, social media, online branding), Operations and supply chain basics, Team building, leadership and HR practices, Startup performance metrics (KPIs) Growth strategies and scaling - Innovation management, Handling failures and turnaround strategies, Exit strategies (IPO, acquisition, merger) Unicorn startups, Social and sustainable entrepreneurship	10	C4
Practical	Create a digital marketing or growth strategy for your startup idea, including KPIs to measure performance.	5	

Reference books:

1. Vasant Desai – Dynamics of Entrepreneurial Development
2. Hisrich, Peters & Shepherd – Entrepreneurship
3. Rajeev Roy – Entrepreneurship
4. Ries – The Lean Startup
5. P. Charantimath – Entrepreneurship Development

Useful links

1. Startup India (Official Government Portal) – Central hub for startup registration, schemes, funding, toolkits, guides, learning and networking resources for all stages of a startup. Startup India – Home Page
2. Startup India – Online Courses – Free (or free with registration) courses for entrepreneurs on business skills, startup planning and more. Startup India – Online Courses
3. Startup India Kit (PDF) – Step-by-step startup guide with templates, tools, schemes, policy info and idea bank. Startup India Kit PDF (templates & guides)
4. MSME CHAMPIONS Portal – Startup India Section – Government support, Startup India benefits, incubation links, tools and templates. MSME CHAMPIONS – Startup India Info resources and external websites. WTO Regional Trade Agreements Links
5. TiE Startup School – Global entrepreneurship education and mentorship programs designed to help founders build and scale ventures. TiE Startup School – Entrepreneurship Training
6. Entrepreneurship Learning Resources – Resource platform offering audio-visual and concept content on entrepreneurship fundamentals and ideas. Entrepreneurship Learning Resources Portal
7. GUESSS India – Knowledge hub and research on student entrepreneurship drivers and ecosystem (reports and insights). GUESSS India – Student Entrepreneurship Insights

Additional reading

1. Human Resources Development (India context) – Rakesh Kumar Sudan & Minakshi Sharma
2. Designing and Managing Human Resource Systems – T.V. Rao & Udai Pareek
3. Strategic Human Resource Development – S.R. Kandula
4. Human Resource Development & Management – Biswanath Ghosh
5. Training and Development / Effective Training – Noe / Blanchard & Thacker

**CO-PO Mapping**

	Programme Outcomes (PO)	PSOs
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	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	2	1	1	2	2	3	3	1
CO2	2	3	3	3	2	2	3	1	3	3	2
CO3	3	3	3	2	2	2	2	3	3	3	2
CO4	2	2	2	3	2	1	3	2	2	3	3
Average	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>	<b>1.50</b>	<b>2.50</b>	<b>2.00</b>	<b>2.75</b>	<b>2.75</b>	<b>2.00</b>

Course Title	<b>BUSINESS ANALYTICS</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	CC 402		
Course Credit	4		
Teaching Scheme		Examination Scheme	
Lectures	Practical	Internal	External
40 hrs	20 hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To Understand the fundamental concepts of Business Analytics.</li> <li>2. To develop analytical and data-driven decision-making skills.</li> <li>3. To familiarize students with tools and techniques of data analysis.</li> <li>4. To apply analytics in solving real business problems.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Bloom Taxonomy level
<b>CO1</b>	Understand basic concepts of business analytics and data types.		L2
<b>CO2</b>	Apply analytical tools and techniques to business data.		L3
<b>CO3</b>	Analyze data to derive meaningful insights.		L4
<b>CO4</b>	Evaluate business decisions using analytics.		L5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b> Theory	Introduction to Business Analytics: Meaning, types, data sources, decision making.	10	CO1, CO2

Practical	Excel basics, charts: Creating and editing Charts, Types of Charts - column, bar, line, pie. Data labels, Chart Layout, chart style, chart element, chart title and chart formatting.	5	
2 Theory	Data Analysis: Cleaning, statistics, visualization, dashboards.	10	CO1
Practical	Conditional Formatting, Sort and Filter, Data Tools-Text to Column, Remove Duplications, Data Validation, Freeze Panes, Protecting Worksheet.	5	
3 Theory	Predictive Analytics: Regression, correlation, forecasting.	10	CO3
Practical	Predictive Analytics using Excel/ Power BI/ Tableau/ SPSS.	5	
4 Theory	Applications: Marketing, finance, HR analytics, case studies.	10	CO3, CO4
Practical	Case analysis on various Functional Areas of Business using Excel/ Power BI/ Tableau/ SPSS.	5	
<b>Reference books:</b>			
1. R N Prasad, Seema Acharya Fundamentals of Business Analytics Wiley			
2. Conrad G. Carlberg; Business Analysis with Microsoft Excel and Power BI 5th edition Pearson Education.			
3. Gert Laursen, Jesper Thorlund Business Analytics for Managers 2010 Wiley			
4. U. Dinesh Kumar Business Analytics the Science of Data-driven Decision Making 2017 Wiley.			
5. Winston, Wayne L. Microsoft Excel 2019 Data Analysis and Business Modeling			
Useful links	1. <a href="http://www.geeksforgeeks.com">www.geeksforgeeks.com</a> 2. <a href="http://www.bharatskills.gov.in">www.bharatskills.gov.in</a>		
Additional reading	1. Journal of Business Research		

COs ↓	Program Outcomes and Programme Specific Outcomes →										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
CO 1	3	1	1	0	2	1	2	3	-	-	-
CO 2	3	3	3	1	2	1	2	2	-	-	-
CO 3	3	3	3	1	2	1	2	2	-	-	-
CO 4	3	3	3	1	2	2	2	2	-	-	-
Average	3	2.5	2.5	0.75	2	1.25	2	2.25	-	-	-

<b>Course Title</b>	<b>QUALITY MANAGEMENT SYSTEM</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	CC 403		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. To comprehend core QMS principles, quality gurus' contributions, and evolution of quality thinking.</li> <li>2. To apply statistical and analytical tools for problem-solving and process improvement.</li> <li>3. To evaluate TQM, Six Sigma, and Lean frameworks for achieving organizational excellence.</li> <li>4. To interpret ISO 9001 requirements, documentation structure, and certification processes.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Explain the different meanings of the quality concept and its influence.		L2
2.	Describe, distinguish and use the several techniques and quality management tools.		L1
3.	Explain the phases of a quality system certification process.		L2
4.	Implement the modern quality techniques to help improve the production quality.		L3
Unit	Contents	Hours	Course outcomes
1	<b>Introduction:</b> Quality – Meaning and Definitions, Dimensions of Product and Service Quality; Cost of Quality – Prevention, Appraisal, Internal and External Failure Costs; Contributors to Quality Management - Shewhart, Deming, Juran, Crossby, Ishikawa etc.	10	C1
Practical	Study measures taken for quality improvement by any organization.	5	
2	<b>Quality Control:</b> Inspection – Use, Methods, Types, Disadvantages, Acceptance Sampling; Quality Control- Meaning, Objectives, 7 Quality Control Tools; Statistical Quality Control - Control Charts, Process Capability; Six Sigma – Concept, DMAIC and DMADV approaches	10	C2
Practical	Study of quality control tools on production line.	5	

3	<b>Quality Management:</b> Quality Assurance – Meaning and use, Quality Certification systems - ISO 9000 principles, ISO 14000 standards; Total Quality Management – Concept, Principles, Elements – Kaizen, PDSA cycle, Benchmarking, Quality Function Deployment, House of Quality, Reliability	10	C3								
Practical	Study of measures taken by industries to avail ISO certifications.	5									
4	<b>Quality Sustenance:</b> Quality Audits – Meaning, Characteristics; Quality Circles – Meaning, Features, Working; Quality Awards – Malcolm Baldrige National Quality Award, The Deming Prize; EFQM Excellence Model - Europe	10	C4								
Practical	Study of audit process for quality in any organization.	5									
Reference books:											
<ol style="list-style-type: none"> <li>1. ‘Total Quality Management and Operational Excellence: Text with Cases’, by John S. Oakland.</li> <li>2. ‘Operations Management’, by William Stevenson, Tata McGraw Hill Publications.</li> <li>3. ‘Production and Operations Management’, by R. Pannerselvam, PHI Publications.</li> <li>4. ‘Total Quality Management’, by Poornima M. Charantimath, Pearson India.</li> <li>5. ‘Total Quality Control’, by A.V. Feigenbaum, McGraw Hill Publications.</li> </ol>											
Useful links											
<ol style="list-style-type: none"> <li>1. <a href="https://www.iso.org/standard/62085.html">https://www.iso.org/standard/62085.html</a></li> <li>2. <a href="https://asq.org">https://asq.org</a></li> <li>3. <a href="https://www.efqm.org">https://www.efqm.org</a></li> <li>4. <a href="https://courses.qualityhubindia.com">https://courses.qualityhubindia.com</a></li> </ol>											
Additional reading											
<ol style="list-style-type: none"> <li>1. ‘Root Cause Analysis’, by Duke Okes.</li> <li>2. ‘Out of the Crisis’ by W. Edwards Deming.</li> <li>3. Total Quality Management: Text with Cases’, by B. Janakiraman &amp; R. K. Gopal.</li> </ol>											
<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	1	2	1	1	2	2	2	1	2	2
CO2	1	1	1	1	2	2	2	1	2	2	2
CO3	2	1	1	1	2	2	2	2	1	1	2
CO4	2	2	1	1	1	1	2	2	2	2	1
Average	1.75	1.25	1.25	1	1.5	1.75	2	1.75	1.5	1.75	1.75

### Elective - Marketing Management - Paper III

<b>Course Title</b>	<b>DIGITAL MARKETING</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSC 404/ DSC 406		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 marks	60 Marks
Course Objectives			
1) To <b>understand</b> the fundamental concepts of digital marketing and essential digital marketing skills.			
2) <b>To become familiar with</b> the various functional areas of digital marketing such as SEO, SEM, social media marketing, content marketing, and email marketing.			
3) <b>To learn</b> the core functions, principles, and frameworks of digital marketing.			
4) <b>To be familiar with</b> the application of digital marketing principles in real-world business and organizational contexts.			
5) <b>To develop awareness of</b> recent trends, tools, platforms, and emerging practices in digital marketing.			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Bloom Taxo nomy level
1.	<b>Understand</b> and explain the core concepts, skills, and professional practices of digital marketing.		L 2
2.	Design and <b>Apply</b> effective digital marketing strategies using appropriate tools, platforms, and technologies in real organizational and business contexts.		L 3
3.	<b>Analyze</b> organizational and market environments using digital data analytics, consumer insights, and online behavioral patterns		L 5
4	<b>Evaluate</b> and benchmark global best practices in digital marketing with respect to innovation, competitiveness, and security measures.		L 6
Unit	Contents	Hours	Course outcomes
1	<b>Introduction to Digital Marketing:</b> Overview of digital marketing concepts, trends, and opportunities. Introduction to key digital marketing channels, including search engine marketing (SEM), social media marketing (SMM), email marketing, and content marketing. <b>Website Optimization and User Experience (UX):</b> Principles of website design, usability, and optimization for search engines and users; Strategies for improving website performance, speed, and mobile responsiveness	10	C1,C2

Practical	<b>Design a functional website</b> for a selected <b>business, startup, NGO, or Self-Help Group (SHG)</b> and present the website along with a digital marketing plan	5	
2	<p><b>Search Engine Optimization (SEO)</b> Understanding search engine algorithms and ranking factors. On-page and off-page SEO techniques for improving website visibility and organic search rankings.</p> <p><b>Pay-Per-Click Advertising (PPC)</b> Introduction to pay-per-click advertising platforms, such as Google Ads and Bing Ads. Keyword research, ad creation, bidding strategies, and campaign optimization..</p>	10	C2,C4
Practical	Select an existing website (local business, NGO, or educational institute) and conduct an <b>SEO audit</b> .	5	

3	<p><b>Social Media Marketing (SMM)</b> Overview of social media platforms and their role in digital marketing. Developing social media marketing strategies, content calendars, and engagement tactics. Case Study: Nike's Social Media Marketing Success.</p> <p><b>Content Marketing and Email Marketing</b> Creating compelling content for digital marketing campaigns, including blog posts, videos, and info graphics Designing effective email marketing campaigns, including segmentation, personalization, and automation.</p>	10	C3
Practical	B) Practical: <b>Select a local business, startup, or Self-Help Group (SHG) and design a social media marketing campaign.</b>	5	
4	<p><b>E-commerce Platforms and Online Marketplaces</b> Overview of e-commerce platforms, such as Shopify, WooCommerce, and Magento. Selling on online marketplaces, such as Amazon, eBay</p> <p><b>E-commerce Payment Systems and Security</b> Understanding e-commerce payment systems, gateways, and processing.</p> <p><b>E-commerce Analytics and Performance Measurement</b> Tracking and analyzing e-commerce metrics, such as traffic, conversions, and revenue.Using web analytics tools, such as Google Analytics. Future trends in digital marketing,ethical considerations and challenges in digital marketing</p>		C4
Practical	Create and optimize a <b>product listing</b> on an e-commerce platform (real or simulated).		
	<b>Reference Books:</b>		

	<ol style="list-style-type: none"> <li>1. The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi,J. (2014) Epic Content Marketing, Mcgraw Hill Education.</li> <li>2. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.</li> <li>3. Digital Marketing by Seema Gupta (IIM-B)</li> <li>4. Digital Marketing: Strategy, Implementation &amp; Practice by Dave Chaffey &amp; Fiona Ellis Chadwick</li> <li>5. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation - Damian Ryan and Calvin Jones</li> <li>6. Michael Solomon and Tracy Tuten, Social Media Marketing, Pearson, 2013</li> <li>7 Fundamentals of Digital Marketing – Puneetsingh Bhatia.</li> <li>8. Marketing 4.0: Moving from Traditional to Digital – Philip Kotler.</li> <li>9. The Art of Digital Marketing – Ian Dodson</li> <li>10. Digital Marketing Handbook:A Guide to Search Engine Optimization – Shivani Karwal</li> <li>11. Digital Marketing For Dummies -Ryan Deiss &amp; Russ Henneberry</li> <li>12. The Art of SEO – Eric Enge,Stephan Spencer,Jessie Stricchiola</li> </ol>
Useful links	<a href="https://link.springer.com/article/10.1007/s10660-023-09719-z">https://link.springer.com/article/10.1007/s10660-023-09719-z</a> <a href="https://link.springer.com/article/10.1007/s43039-023-00067-2?utm_source">https://link.springer.com/article/10.1007/s43039-023-00067-2?utm_source</a>
Addition al Reading	<p><b>Suggested Case Studies:</b></p> <p>Amazon's Digital Marketing Strategy presentation  Airbnb's User-Centric Website Design.  Dollar Shave Club's PPC Campaigns.  Nike's Social Media Marketing Success.  HubSpot's Content and Email Marketing Strategy.  Warby Parker's E-commerce Success Story.  PayPal's Secure Payment Solutions.  Wayfair's Data-Driven E-commerce Approach.  Tesla's Disruptive Digital Marketing and E-commerce Approach.</p> <ol style="list-style-type: none"> <li>1) Journal of Interactive Marketing</li> <li>2) Journal of Digital &amp; Social Media Marketing</li> <li>3) Journal of Marketing Analytics</li> <li>4) International Journal of Electronic Commerce</li> </ol>

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	1	1	1	1	1	3	3	1

<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

### Elective - Human Resource Management - Paper III

<b>Course Title</b>	<b>HUMAN RESOURCE METRICS AND ANALYTICS</b>			
<b>Class and Semester</b>	MBA Part – II Semester - IV			
<b>Course Code</b>	DSC 404/ DSC 406			
<b>Course Credit</b>	4			
<b>Teaching Scheme</b>		<b>Examination Scheme</b>		
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 Marks	60 Marks	
Course Objectives				
<ol style="list-style-type: none"> <li>1. To understand the role of HR metrics in measuring and improving workforce performance.</li> <li>2. To develop skills in collecting, organizing, and interpreting HR data.</li> <li>3. To apply basic analytical techniques for solving HR-related problems.</li> <li>4. To use HR analytics for effective decision-making in various HR functions.</li> </ol>				
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level	
1.	Identify and calculate key HR metrics used in organizations.		L1	
2.	Analyze HR data using basic analytical tools and techniques.		L4	
3.	Interpret HR analytics results for improving HR decisions.		L2	
4	Apply HR analytics concepts in real-world HR scenarios.		L3	
Unit	Contents		Hours	
			Course outcomes	

1	<b>Introduction to HR Metrics:</b> Meaning and importance of HR Metrics Difference between HR Metrics vs HR Analytics Types of HR Metrics, Operational metrics, Strategic metrics Key HR Metrics: Employee Turnover Rate, Absenteeism Rate, Cost per Hire Time to Fill, Employee Productivity Role of HR in data-driven decision making Introduction to HR dashboards	10	C1
Practical	Identify any organization and analyze its HR metrics.	5	
2	<b>Data Collection &amp; HR Measurement Tools:</b> Sources of HR Data: HRIS systems, Employee surveys, Performance records Data types: Qualitative vs Quantitative, Data collection methods: Surveys, interviews, observation Introduction to tools: MS Excel basics for HR HR dashboards (basic concept) Data accuracy and reliability Ethical issues in HR data	10	C2
Practical	Take any organization and explain its HRIS.	5	
3	<b>Basic HR Analytics Techniques</b> Introduction to HR Analytics Types of Analytics: Descriptive Analytics, Diagnostic Analytics, Predictive Analytics (basic idea) Key analysis techniques: Trend analysis, Ratio analysis, Correlation (basic concept) Workforce analytics: Headcount analysis, Attrition analysis Data visualization basics	10	C3
Practical	Excel-based analysis: Graphs, pivot tables, Attrition trend analysis	5	
4	<b>Application of HR Analytics in Decision Making</b> HR Analytics in: Recruitment & Selection, Performance Management Training & Development, Employee Engagement, Predicting employee turnover (basic concept); HR scorecards and dashboards; Case studies (simple real-life examples) Introduction to people analytics tools (overview only)	10	C4
Practical	Project Work: Mini project: Analyze sample HR dataset, Present findings	5	
Reference books: <ol style="list-style-type: none"> <li>1. HR Analytics: The What, Why and How – Tracey Smith</li> <li>2. Predictive HR Analytics – Kirsten Edwards &amp; Martin R. Edwards</li> <li>3. The Power of People – Nigel Guenole, Jonathan Ferrar &amp; Sheri Feinzig</li> <li>4. People Analytics for Dummies – Mike West</li> <li>5. HR Metrics and Analytics – Ben Waber</li> </ol>			
Useful links <ol style="list-style-type: none"> <li>1. Society for Human Resource Management (<a href="http://www.shrm.org">www.shrm.org</a>),</li> <li>2. IBM HR Analytics (<a href="http://www.ibm.com/analytics/hr">www.ibm.com/analytics/hr</a>),</li> <li>3. LinkedIn Talent Insights (<a href="http://www.linkedin.com/talent/insights">www.linkedin.com/talent/insights</a>),</li> </ol>			

4. Visier ( <a href="http://www.visier.com">www.visier.com</a> ),											
5. Coursera HR Analytics courses ( <a href="http://www.coursera.org">www.coursera.org</a> )											
Additional reading											
1. Blogs/articles from Harvard Business Review, CIPD, and Deloitte on workforce analytics trends and case studies.											
<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	2	2	2	1	2	1	2	1	1
CO2	2	2	2	2	1	1	2	1	2	3	1
CO3	2	2	2	2	2	2	1	2	2	1	1
CO4	2	2	2	2	2	1	2	2	2	2	1
Average	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.75</b>	<b>1.25</b>	<b>2.00</b>	<b>1.50</b>	<b>2.00</b>	<b>1.75</b>	<b>1</b>

### Elective - Financial Management - Paper III

<b>Course Title</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			
<b>Class and Semester</b>	MBA Part – II Semester - IV			
<b>Course Code</b>	DSC 404/ DSC 406			
<b>Course Credit</b>	4			
<b>Teaching Scheme</b>		<b>Examination Scheme</b>		
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>	
40 Hrs	20 Hrs	40 Marks	60 Marks	
Course Objectives				
1. To develop understanding of security analysis and investment avenues.				
2. To provide knowledge of valuation techniques for equity and debt instruments.				
3. To equip students with portfolio construction and management skills.				
4. To understand risk-return relationship and investment decision-making.				
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to				Blooms Taxonomy level
1.	Analyse different investment alternatives and securities.			L4
2.	Evaluate securities using fundamental and technical analysis.			L5
3.	Construct and manage investment portfolios.			L6

4	Assess risk and return for effective investment decisions.		L5
Unit	Contents	Hours	Course outcomes
1	<b>Introduction to Investment</b> -Meaning and Definition of Investment, Objectives of Investment (Income, Growth, Safety, Liquidity), Importance of Investment in Economic Development, Investment Process (Steps involved in making investment decisions), Types of Investment Avenues: -Equity Shares, Bonds and Debentures, Mutual Funds, Bank Deposits, Concept of Risk and Return, Factors Affecting Investment Decisions, Role of Financial Markets in Investment.	10	C1
Practical	Analyze a real-life investment decision by identifying objectives, evaluating alternatives, and understanding the role of financial markets in the investment process	5	
2	<b>Security Analysis</b> - Meaning and Definition of Security Analysis, Objectives and Importance of Security Analysis, Types of Securities (Equity Shares, Bonds, Debentures), Investment vs Speculation, Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis. Introduction to Technical Analysis, Efficient Market Hypothesis (EMH) – Basic Concept, Factors Affecting Security Prices, Role of Security Analysis in Investment Decision.	10	C2
Practical	Study price movements of a selected security using simple technical indicators and evaluate the factors affecting its price for investment decision-making.	5	
3	<b>Portfolio Theory</b> - Meaning and Concept of Portfolio, Objectives of Portfolio Management, Risk and Return of Portfolio, Diversification and its Benefits, Portfolio Construction Process, Markowitz Portfolio Theory (Basic Concept), Efficient Frontier Concept, Introduction to Capital Asset Pricing Model (CAPM), Systematic and Unsystematic Risk, Relationship between Risk and Return	10	C3
Practical	Analyze the benefits of diversification by comparing risk and return of individual securities with a combined portfolio.	5	
4	<b>Portfolio Management</b> - Meaning and Definition of Portfolio Management, Objectives and Importance of Portfolio Management , Portfolio Management Process (Planning, Execution, Evaluation), Types of Portfolio Management (Active and Passive) , Portfolio Revision Techniques , Portfolio Evaluation Methods (Return, Risk, Sharpe Ratio – Basic Concept) , Role of Portfolio Manager , Mutual Funds and Portfolio Management Services (PMS) , Ethical Issues in Portfolio Management , Recent Trends in Portfolio Management.	10	C4
Practical	Prepare a sample investment portfolio and evaluate its performance using simple return and risk measures.	5	
<b>Reference Books:</b>			
1. William F. Sharpe – Investments			

2. Fischer & Jordan – Security Analysis and Portfolio Management
3. Prasanna Chandra – Investment Analysis and Portfolio Management
4. Hirt & Block – Fundamentals of Investment Management
5. Reilly & Brown – Investment Analysis and Portfolio Management
6. V.K. Bhalla – Investment Management
7. Donald E. Fischer – Security Analysis
8. Bodie, Kane & Marcus – Investments
9. Kevin S. – Portfolio Management
10. Avadhani V.A. – Investment and Securities Market

### Websites

1. Securities and Exchange Board of India
2. National Stock Exchange of India
3. Bombay Stock Exchange
4. Money control
5. Investopedia

### Journals

journal of Finance

Journal of Portfolio Management

Financial Analysts Journal

Journal of Investment Management

International Journal of Financial Studies

### CO-PO Mapping

	Programme Outcomes (PO)							PSOs				
CO1	3	3	2	1	1	1	2	2	3	2	1	
CO2	3	3	3	1	1	1	2	2	3	2	2	
CO3	3	2	3	1	2	1	2	2	2	3	2	
CO4	3	3	2	1	1	1	2	2	2	3	2	
Average	3.00	2.75	2.50	1.00	1.25	1.00	2.00	2.00	2.50	2.50	1.75	

### Elective - Operations Management - Paper III

<b>Course Title</b>	<b>GLOBAL OPERATIONS &amp; LOGISTICS MANAGEMENT</b>	
<b>Class and semester</b>	MBA Part – II Semester - IV	
<b>Course Code</b>	DSC 404/ DSC 406	
<b>Course Credit</b>	4	
<b>Teaching Scheme</b>	<b>Examination Scheme</b>	

Lectures	Practical	Internal Evaluation	University Examination
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>To analyze the complexities of managing global supply chains, including cultural, political, and economic factors affecting international operations.</li> <li>To evaluate various modes of international transportation, logistics infrastructure, and trade compliance regulations (Incoterms, customs).</li> <li>To apply strategic frameworks for global sourcing, supplier selection, and managing relationships in a cross-border context.</li> <li>To examine the role of technology, risk management, and sustainability in designing resilient and efficient global logistics networks.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Analyze the purchasing function of a firm.		L4
2.	Apply various concepts in international purchasing and handling.		L3
3.	Apply logistics and supply chain concepts to improve operations.		L3
4.	Understand the concepts of Information Technology in supply chain.		L2
Unit	Contents	Hours	Course outcomes
1	<b>Fundamentals of Supply Chain:</b> <u>Logistics Management:</u> Scope and functions of logistics; difference between logistics and SCM. <u>SCM:</u> Definition, objectives and activities of SCM. <u>SCM Drivers:</u> Analysis of six key drivers: facilities, inventory, transportation, information, sourcing and pricing.	10	C1
Practical	Study and draw supply chain of any one product from local to global.	5	
2	<b>Network Design:</b> <u>Distribution Networks:</u> Role of Distribution Network and factors influencing network design, Types of distribution networks <u>Global Supply Chains:</u> Impact of globalization and managing international logistics networks. <u>Global Transportation:</u> Modes of transport, Intermodal transportation, port operations and containerization.	10	C2
Practical	Study and understand transportation and distribution networks of any big organization.	5	
3	<b>Global Sourcing &amp; Trade Compliance</b> <u>Global Sourcing:</u> Managing the Bullwhip effect and coordinating supply chain partners.	10	C3

	<p><u>Incoterms &amp; Documentation</u>: Understanding Incoterms 2020 and essential trade documents (Bill of Lading, Commercial Invoice).</p> <p><u>Global Customs &amp; Compliance</u>: Managing Customs-Trade Partnership (C-TPAT), Free Trade Zones (FTZ) and regional trade agreements.</p> <p><u>Warehousing</u>: Role and Functions of warehouses.</p>		
Practical	Visit an industry and study the various functions of warehouse. Also understand the documents of trade.	5	
4	<p><b>Technology and Future Trends</b></p> <p><u>IT in SCM</u>: Understanding CRM, ISCM and SRM. Role of ERP, EDI and RFID in enhancing visibility.</p> <p><u>Supply Chain Analytics</u>: Using data and metrics to measure performance (SCOR model).</p> <p><u>Sustainability</u>: Green supply chain management and reverse logistics, circular economy</p>	10	C4
Practical	Analyse ways IT is used by companies for Supply chain improvement.	5	

Reference books:

1. 'Supply Chain Management', by Sunil Chopra, Peter Meindl, Pearson Education
2. 'Global Operations and Logistics: Text and Cases', by Philippe-Pierre Dornier, Ricardo Ernst, Wiley India.
3. 'Logistics Management', by Satish C. Ailawadi & Rakesh P. Singh, PHI Learning

Useful links

1. <https://www.wileyindia.com/global-logistics-and-supply-chain-management-4ed-an-indian-adaptation.html>
2. <https://search.library.wisc.edu/catalog/9914610302502121>

Additional reading

1. 'How the World Ran Out of Everything' by Peter S. Goodman.
2. 'The Box', by Marc Levinson

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	0	1	1	2	1	2	1	2	2	2	2
CO2	2	1	1	2	1	2	1	2	2	2	2
CO3	0	1	0	1	1	3	2	1	2	1	2
CO4	2	1	1	1	1	1	2	1	2	1	1
Average	1	1	0.75	1.5	1	2	1.5	1.5	2	1.5	1.75

## Elective - Agriculture Business Management - Paper III

<b>Course Title</b>	<b>INTERNATIONAL TRADE AND AGRICULTURE</b>		
<b>Class and Semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSC 404/ DSC 406		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. To understand the principles and theories of international trade in the context of agriculture.</li> <li>2. To analyze global agricultural trade patterns and policies.</li> <li>3. To examine the role of international institutions and agreements in agricultural trade.</li> <li>4. To evaluate challenges and opportunities in agricultural exports and global competitiveness.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxono my level
1.	Explain the theories and principles of international trade and their relevance to agriculture.		L2
2.	Analyze global agricultural trade patterns and policy frameworks.		L4
3.	Evaluate the impact of WTO agreements and trade policies on agricultural markets.		L5
4	Develop strategies to enhance agricultural trade competitiveness in a global context		L6
Unit	Contents	Hours	Course outco mes
1	Fundamentals of International Trade Meaning, nature, and importance of international trade, Theories of international trade, Absolute Advantage Theory (Adam Smith), Comparative Advantage Theory (David Ricardo, Heckscher-Ohlin Theory. Gains from trade, Terms of trade, Trade barriers: Tariff and Non-tariff barriers, Balance of Trade and Balance of Payments	10	C1
Practical	<b>Case Study Analysis:</b> Study a country's trade pattern and identify comparative advantage. <b>Numerical Exercise:</b> Simple problems on Absolute Advantage and Comparative Advantage. <b>Data Interpretation:</b> Analyze Balance of Trade (BOT) and Balance of Payments (BOP) data of India.	5	

	<p><b>Class Activity:</b> Identify tariff and non-tariff barriers from real-world examples.</p> <p><b>Group Discussion:</b> Benefits and challenges of international trade.</p>		
2	<p>Agriculture in the Global Economy</p> <p>Role of agriculture in economic development, Structure of global agricultural trade, Major agricultural exporting and importing countries, Agricultural value chains and global supply chains, Impact of globalization on agriculture, Food security and international trade, Role of agri-business and multinational corporations.</p>	10	2
Practical	<p><b>Country Analysis:</b> Study top agricultural exporting countries and their key products.</p> <p><b>Supply Chain Mapping:</b> Draw a value chain of any agricultural product (e.g., rice, cotton).</p> <p><b>Case Study:</b> Impact of globalization on Indian agriculture.</p> <p><b>Data Analysis:</b> Compare agricultural exports and imports using recent data.</p> <p><b>Presentation:</b> Role of multinational companies in agriculture.</p>	5	
3	<p>Trade Policies and WTO Agreements - Trade policy instruments: Tariffs, quotas, subsidies- Agreement on Agriculture (AoA) under WTO, Domestic support: Green Box, Amber Box, Blue Box, Export subsidies and market access, Sanitary and Phytosanitary (SPS) measures, Trade-Related Aspects of Intellectual Property Rights (TRIPS) in agriculture, Role of regional trade agreements (RTAs)</p>	10	
Practical	<p><b>Case Study:</b> Study WTO Agreement on Agriculture (AoA) and its impact on India.</p> <p><b>Policy Analysis:</b> Identify examples of Green Box, Amber Box, and Blue Box subsidies.</p> <p><b>Real-life Example:</b> Study SPS measures applied on agricultural imports/exports.</p> <p><b>Group Activity:</b> Debate on trade protection vs free trade.</p> <p><b>Assignment:</b> Short report on TRIPS and its role in agriculture (e.g., seeds, patents).</p>	5	
4	<p>Agricultural Trade in India and Emerging Issues</p> <p>India's agricultural trade policy, Export-import trends in Indian agriculture, Role of institutions (APEDA, FCI, NABARD), Challenges in agricultural exports (quality, standards, logistics), Opportunities in agri-exports (organic farming, processed food), Climate change and agricultural trade, Digital agriculture and future trends</p>	10	
Practical	<p><b>Data Study:</b> Analyze India's agri export-import trends (last 5 years).</p> <p><b>Institution Study:</b> Study the role of APEDA, FCI, and NABARD.</p>	5	

	<p><b>Case Study:</b> Success story of Indian agricultural exports (e.g., spices, basmati rice).</p> <p><b>Field/Virtual Visit:</b> Visit mandi/export unit or watch documentary on agri exports.</p> <p><b>Mini Project:</b> Suggest strategies to improve India's agricultural exports.</p>		
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### Suggested Readings

1. Salvatore, Dominick – *International Economics*
2. Krugman, Paul & Obstfeld, Maurice – *International Economics: Theory and Policy*
3. Sodersten, Bo & Reed, Geoffrey – *International Economics*
4. R.L. Varshney & Maheshwari – *International Economics*
5. Datt & Sundharam – *Indian Economy*
6. Uma Kapila – *Indian Economy: Performance and Policies*
7. Kym Anderson – *Agricultural Trade Reforms and the Doha Development Agenda*
8. Ashok Gulati – *Agricultural Trade and Policy in India*
9. Government of India – *Economic Survey* (latest edition)
10. WTO Publications – *World Trade Report*

### CO-PO Mapping

	Programme Outcomes (PO)							PSOs			
CO1	3	2	1	1	1	1	2	2	3	2	1
CO2	2	3	2	1	2	1	3	2	3	2	2
CO3	2	3	2	1	2	2	3	2	3	2	2
CO4	3	3	3	2	3	2	3	2	3	3	3
Average	2.50	2.75	2.00	1.25	2.00	1.50	2.75	2.00	3.00	2.25	2.00

### Marketing Management Elective - Paper IV

Course Title	<b>RURAL AND INTERNATIONAL MARKETING</b>			
Class and semester	<b>MBA Part – II Semester - IV</b>			
Course Code	<b>DSC 405/ DSC 407</b>			
Course Credit	4			
<b>Teaching Scheme</b>		<b>Examination Scheme</b>		
Lectures	Practical	Internal	External	

40 hrs	20 hrs	40 Marks	60 Marks
<b>Course Objectives</b>			
1. To understand basics of rural marketing. 2. To study marketing practices of agricultural input companies. 3. To examine international marketing mix strategies.			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Bloom Taxonomy level
<b>CO1</b>	Analyse rural marketing environment		L4
<b>CO2</b>	Develop rural marketing mix strategies		L6
<b>CO3</b>	Analyze International marketing environment		L4
<b>CO4</b>	Evaluate International marketing strategies		L5
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>
<b>1</b> Theory	Rural Marketing - Introduction, Characteristics of rural marketing, Rural marketing mix challenges, Rural marketing environment, Rural consumer behaviour, STP for Rural Markets, Rural Marketing mix strategies, Services Marketing in rural areas, ICT in Rural Areas, The future of Rural marketing in India.	10	CO1,CO2
Practical	Select any product or service, analyse rural marketing environment, develop rural marketing mix strategies and present in the class.	5	
<b>2</b> Theory	Agricultural Marketing- Concepts and Functions, Marketing of Agricultural Inputs, Markets and Market structure, Marketing Functions, Marketing of Rural Industry Products – Artisan’s products, Marketing problems of Artisans, Development measures, Marketing initiatives. Marketing of Rural Tourism.	10	CO1, CO2
Practical	Select any agricultural input company/ dealer, study the marketing challenges they are facing and formulate marketing plan for them.	5	
<b>3</b> Theory	International Marketing – Introduction, Motives of International Marketing, International marketing decision, International Marketing Environment, Market Entry Strategies, International organisation, International market segmentation, targeting and Positioning	10	CO3
Practical	Select Indian Multi National Company, analyse its international marketing environment and study their market entry strategy. Prepare a report and present in the class.	5	
<b>4</b> Theory	International Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in International Market, International Pricing Strategies, International Pricing Policy alternatives, International Distribution, International Channel system, International	10	CO4

	Promotion –Communication Mix, Problems in international marketing communication		
Practical	Select any international company and evaluate its international marketing mix strategies	5	
<b>Reference books:</b>			
<ol style="list-style-type: none"> <li>1. Rural Marketing - Pradeep Kashyap, Pearson India Education Services Pvt. Ltd.</li> <li>2. Rural Marketing: Text and Cases - C S G Krishnamacharyulu, Lalitha Ramakrishnan, Pearson Education</li> <li>3. Rural Marketing – Ravindranath Badi, Narayanas Badi, Himalaya Publishing House</li> <li>4. Rural Marketing Environment, Problems and Strategies - T P Gopaldaswamy, Vikas Publishing House</li> <li>5. Agricultural Marketing in India, S. S. Acharya, N. L. Agarwal, CBS Publishers and Distributors</li> <li>6. International Marketing (Text and Cases) – Francis Cherunilam, Himalaya Publishing House</li> <li>7. International Marketing - Philip R. Cateora, Bruce Money, Mary C. Gilly, John Graham, McGraw Hill India</li> <li>8. Global Marketing Management – Keegan W.J., Bhargava N. K., Pearson Education</li> <li>9. Global Marketing Management – Lee K., Carter S., Oxford University Press</li> </ol>			
Useful links	<a href="https://www.ama.org/">https://www.ama.org/</a> <a href="https://www.mrsi.co.in/">https://www.mrsi.co.in/</a>		
Additional reading	International Journal of Rural Management Journal of International Marketing Journal of International Consumer Marketing International Marketing Review		

**COs – POs and PSOs mapping matrix (1-low, 2-medium, 3-high, 0-No correlation)**

Course Outcomes COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO8	PSO 1	PSO 2	PSO 3
<b>CO 1</b>	3	3	2	1	1	1	1	1	3	3	1
<b>CO 2</b>	3	2	2	1	1	1	1	1	3	3	1
<b>CO 3</b>	3	3	2	1	1	1	3	1	3	3	1
<b>CO 4</b>	3	2	2	1	1	1	3	1	3	3	1
<b>Total</b>	12	10	8	4	4	4	8	4	12	12	4
<b>Average</b>	3	2.5	2	1	1	1	2	1	3	3	1

## Elective - Human Resource Management - Paper IV

<b>Course Title</b>	<b>INDUSTRIAL RELATIONS AND LABOUR LEGISLATION</b>		
<b>Class and semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSC 405/ DSC 407		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
<ol style="list-style-type: none"> <li>1. Understand the concepts, scope, and importance of Human Resource Development</li> <li>2. Apply HRD techniques for training, learning, and development</li> <li>3. Analyze performance, career, and organizational development systems</li> <li>4. Design HRD interventions to improve individual and organizational effectiveness</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Analyse the Industrial Relations approaches and legal and ethical issues involved in it		L 4
2.	Evaluate Trade union movement and its future role		L 5
3.	Outline the instruments used in industrial relations by employers and employees		L 1
4	Analyze the notion of Labour Laws and their Socio-economic environment		L 4
Unit	Contents	Hours	Course outcomes
1	Foundations of Industrial Relations Meaning, scope, and objectives of Industrial Relations Importance of IR in modern organisations Actors in Industrial Relations - Employers/management, employees, trade unions, government Role of International Labour Organization (ILO) and tripartite system Approaches to Industrial Relations- Unitarist, pluralist, and Marxist perspectives Models of industrial relations, Industrial Relations Climate, Indicators of IR health	10	C1
Practical	Design simple employee satisfaction/IR climate questionnaire Collect class data Interpret results	5	
2	Labour Law Framework and Legal Foundations Evolution of Labour Law in India, Historical background Constitutional provisions for labour protection Legal Concepts in Labour Law -Employment contracts, employer liability Standing Orders/Service Rules	10	C2

	Employee Rights-Right to fair wages, safe workplace, social security		
Practical	Compare old Acts vs new Labour Codes Prepare comparison table	5	
3	Overview of Indian Labour Codes Code on Wages, 2019 (now fully in force) — wages, bonus, minimum wage, definitions applicable to all workers Industrial Relations Code, 2020 — dispute resolution, negotiations, strikes/lockouts Social Security Code, 2020 — social protection, gig/platform worker coverage Occupational Safety, Health & Working Conditions Code, 2020	10	C3
Practical	Wage Calculation Exercise Compute: Minimum wage Overtime pay Bonus Gratuity	5	
4	Key Legislation in Industrial Relations Industrial Relations Code, 2020 Definitions and scope, Procedures for conciliation, adjudication, labour courts, Strike/lockout regulations, Fixed-term employment and layoffs (including higher threshold for approval) Trade Unionism-Trade Unions Act principles,Registration and legal status of unions,Functions and challenges of trade unions Collective Bargaining-Concept, process and legal recognition Negotiation strategies Grievance Handling and Discipline-Disciplinary procedures, domestic enquiries,Principles of natural justice, Dispute Resolution Mechanisms-Works committees, conciliation boards, arbitration	10	C4
Practical	Student can engage any one exercise of following Grievance Handling Simulation, Collective Bargaining Role Play , Strike/Lockout Case Analysis Disciplinary Procedure Drafting , Conciliation Process Exercise Mock labour court/conciliation hearing	5	

Reference books:

1. Industrial Relations and Labour Laws – S.C. Srivastava (9th Revised Ed.) – comprehensive coverage including Labour Codes and case law.
2. Labour Law and Industrial Relations – I – Dr. Sharmila Ghuge – explores new Labour Codes context and statutory background.
3. Industrial Relations and Labour Legislation – R.C. Sharma
4. Industrial Relations and Labour Laws – Gupta / Kapoor / Tripathi – good for foundations and classic explanations.
5. Indian Labour Legislation – Neelam Rani Turan – focused overview of key statutes (helpful for quick reference).

Useful links

1. Labour Codes – Ministry of Labour & Employment (Govt. of India) Official site with Codes, draft rules, FAQs, and booklets for Industrial Relations Code, Wages Code, Social Security Code, OSH Code. Labour Codes – Government of India Labour Ministry
2. New Labour Codes Details & PDF Notifications Download official notifications on implementation

of labour codes in India (e.g., Industrial Relations Code, Social Security Code). New Labour Codes – SLCI site Labour Codes Compliance & Tools Platform Tools, registers, calculators (wages), and compliance updates aligned with the latest labour codes (primarily for HR practitioners).

MyLabourCodes compliance resources

3. Shram Suvidha Portal – Unified Labour Law Compliance
4. Government portal for returns and inspection reporting across different labour laws in India. Shram Suvidha Portal (Wikipedia overview)
5. VV Giri National Labour Institute – Draft and Code PDFs Access draft texts and PDF resources related to the major codes (Code on Wages, IR Code, etc.). VVGNI Labour Codes PDFs

**Additional reading**

1. Comparative Analysis – Old Labour Laws vs New Labour Codes
2. Useful for understanding how the 4 codes replaced 29 old laws and what changed (practical HR compliance context). Comparative Analysis of Labour Codes
3. Impact of New Labour Codes on HR Practices
4. Report discussing how the consolidated labour codes affect HR functions and compliance. Impact of New Labour Codes in HR Practice

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	2	2	2	2	2	1	2	1	2	1	1
CO2	2	2	2	2	1	1	2	1	2	3	1
CO3	2	2	2	2	2	2	1	2	2	1	1
CO4	2	2	2	2	2	1	2	2	2	2	1
Average		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.75</b>	<b>1.25</b>	<b>2.00</b>	<b>1.50</b>	<b>2.00</b>	<b>1.75</b>

**Elective - Financial Management - Paper IV**

<b>Course Title</b>	<b>INTERNATIONAL FINANCE</b>		
<b>Class and Semester</b>	MBA Part – II Semester - IV		
<b>Course Code</b>	DSC 405/ DSC 407		
<b>Course Credit</b>	4		
<b>Teaching Scheme</b>		<b>Examination Scheme</b>	
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>	<b>University Examination</b>
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			

<ol style="list-style-type: none"> <li>1. To develop a comprehensive understanding of International Finance and global financial systems.</li> <li>2. To equip students with analytical knowledge of the Foreign Exchange Market and exchange rate mechanisms.</li> <li>3. To provide practical insights into Import–Export financing and international banking mechanisms.</li> <li>4. To enhance strategic financial decision-making skills in Multinational Corporations (MNCs)</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Discuss international financial markets and institutions		L2
2.	Analyze Exchange Rate Mechanism		L4
3.	Appraise Export Import financing Mechanism.		L5
4	Enumerate Financial Management of Multinational Corporations		L1
Unit	Contents	Hours	Course outcomes
1	<p><b>International Finance:</b></p> <p>a) Concept and Scope of International Finance, Foreign Exchange Reserve, Balance of payment current Account, Convertibility-Current Account and Capital Account.</p> <p>b) World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market, World Bank and International Monetary Fund(IMF).</p>	10	C1
Practical	Group discussion on 'Current Convertibility Account V/s. Capital Account	5	
2	<p><b>Foreign Exchange Market:</b></p> <p>a) Foreign Exchange Market: Structure, Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate</p> <p>b) Exchange Rate Mechanism: Determination of exchange rate in spot market and forward market, Factors influencing exchange rate, Theories of Exchange Rate Behavior.</p> <p>c) Risks in International Operations :Exchange rate risk, Interest</p>	10	C2

	rate risk and Political risk.		
Practical	Visit to bank branch to understand foreign exchange procedure and exchange rate risk coverage.	5	
3	<p><b>Import-Export Mechanism and Finance:</b></p> <p>a) Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers' Association of India.</p> <p>b) Export Import Financing Mechanism: Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance</p> <p>c) Non-resident Accounts: Repatriable and Non-Repatriable, Significance of NRA</p>	10	C3
Practical	Group discussion/ Case study on import/export finance.	5	
4	<p><b>Financial Management of Multinational Corporations (MNCs):</b></p> <p>Foreign Direct Investment, Cost of Capital and Capital Structure of a MNC, Capital Budgeting and Cash Management of MNC, Country Risk Analysis, International Taxation, and Double Taxation Avoidance Agreements. Tariff –Meaning, Definition, Types</p>	10	C4
Practical	i) Group discussion on Foreign Direct Investment/Case study on double taxation avoidance.	5	
	<p><b>Note: Problems should be covered on following topics only.</b></p> <p>a) Exchange Rate quotations and arbitrage</p> <p>b) Determination of exchange rate in spot market and forward market.</p> <p>c) Techniques of covering risks</p> <p>d) Multinational Capital Budgeting</p>		

Reference Books:

1. Vij, Madhu(2006),InternationalFinancialManagement,ExcelBooks,NewDelhi.
2. Avadhani,V.A.(2013),InternationalFinancialManagement,HimalayaPublishing House, Mumbai.
3. Apte,P.G.(2011),InternationalFinancialManagement,TataMcGraw-HillPvt.Ltd., New Delhi.

4. Rajwade, A.V. and Desai, H.G. (2014), Foreign Exchange International Finance and Risk Management, Shroff Publishers and Distributors Pvt.Ltd., Mumbai.
5. Cowdell, Paul; Hyde; Watson, Alasdair (2000), Finance of International Trade, Financial World Publishing.
6. Cheol D. Eun & Burce G. Resnick (2001), International Financial Management, Irwin McGraw-Hill.
7. M.Y. Khan & P.K. Jain, Fifth Edition, Financial Management, Tata McGraw-Hill
8. P.K. Jain, Josette Peyrard & Surendra S. Yadav (2007), International Financial Management, Macmillan India Ltd.

**Suggested Additional Reading:**

Multinational Financial Management <http://www.ddegjust.ac.in/studymaterial/mba/ib-416.pdf>

**Suggested Research Journals:**

1. International Finance
2. Journals of International Financial Management
3. Indian Journals of Finance
4. RBI Bulletin
5. Finance India

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	2	2	1	1	1	3	2	2	2	2
CO2	3	3	3	1	1	1	3	2	2	3	2
CO3	3	3	3	1	2	1	3	2	3	2	2
CO4	3	3	3	2	2	2	3	3	3	3	2
Average	3.00	2.75	2.75	1.25	1.50	1.25	3.00	2.25	2.50	2.50	2.00

**Elective - Operations Management - Paper IV**

<b>Course Title</b>	<b>WORLD CLASS MANUFACTURING</b>	
<b>Class and semester</b>	MBA Part – II Semester - IV	
<b>Course Code</b>	DSC 405/ DSC 407	
<b>Course Credit</b>	4	
<b>Teaching Scheme</b>	<b>Examination Scheme</b>	

Lectures	Practical	Internal Evaluation	University Examination
40 Hrs	20 Hrs	40 Marks	60 Marks
Course Objectives			
1. Understand the evolution, philosophy, and strategic importance of World Class Manufacturing. 2. Apply lean tools and techniques for waste elimination and continuous improvement. 3. Analyze quality management and maintenance systems for operational excellence. 4. Evaluate contemporary trends including supply chain integration, agile and sustainable manufacturing.			
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Explain the core concepts and strategic pillars of World Class Manufacturing.		L2
2.	Apply WCM tools and techniques to identify and eliminate waste in manufacturing operations.		L3
3.	Analyze the role of quality management, maintenance systems, and supply chain integration in WCM.		L4
4.	Evaluate emerging trends and technologies shaping the future of manufacturing.		L5
Unit	Contents	Hours	Course outcomes
1	<b>Foundations of World Class Manufacturing:</b> <u>Introduction to WCM:</u> Definition, evolution, and need for WCM, Characteristics of world-class organizations, Mass production to Toyota Production System (TPS), Traditional vs. World Class Manufacturing <u>Pillars of WCM:</u> Technical pillars (Cost, Quality, Delivery, Safety) Managerial pillars (Leadership, People, Culture)	10	C1
Practical	Analyze a case study of a company that successfully implemented WCM (e.g., Toyota, Honda, Maruti Suzuki).	5	
2	<b>WCM Tools and Techniques:</b> <u>Just-in-Time (JIT) Philosophy:</u> Pull vs. Push systems Kanban system implementation. <u>Waste Elimination:</u> Overproduction, waiting, transportation, excess inventory, motion, Overprocessing, defects, underutilized talent; Value-added vs. non-value-added activities. <u>Continuous Improvement (Kaizen):</u> Kaizen philosophy and principles; suggestion systems. <u>Workplace Organization:</u> 5S methodology (Sort, Set in Order, Shine, Standardize, Sustain), Visual management and controls	10	C2
Practical	A student can perform workplace audit exercise; waste walk identification exercise in any organization.	5	

3	<p><b>WCM Tools and Techniques:</b></p> <p><u>Total Quality Management (TQM):</u> Principles;</p> <p><u>Statistical Process Control (SPC):</u> Concept;</p> <p><u>Total Productive Maintenance (TPM):</u> TPM pillars and objectives, Overall Equipment Effectiveness (OEE), Autonomous maintenance, Planned maintenance.</p> <p><u>Employee Involvement and Empowerment:</u> Respect for people principle, multi-skilling and cross-training, Team-based problem solving, Empowerment and accountability, Recognition and reward systems.</p>	10	C3
Practical	Students can perform Quality circle role-play; OEE calculation exercise.	5	
4	<p><b>WCM Implementation and Contemporary Trends:</b></p> <p><u>Supply Chain Integration:</u> Vendor Managed Inventory (VMI), Co-managed inventory, Collaborative planning and forecasting</p> <p><u>Agile Manufacturing:</u> Agile vs. Lean comparison, Flexibility and responsiveness, Mass customization, Quick changeover (SMED)</p> <p><u>Sustainable Manufacturing:</u> Green manufacturing principles, Life Cycle Assessment (LCA)</p>	10	C4
Practical	Analyse various ways IT is used by company in their supply chain for improvement.	5	

Reference books:

1. 'Production and Operations Management' by R. Panneerselvam, PHI Learning.
2. 'World Class Manufacturing: The Lessons of Simplicity Applied', by Richard J. Schonberger, Free Press.
3. 'Lean Thinking: Banish Waste and Create Wealth in Your Corporation', by James P. Womack & Daniel T. Jones, Simon & Schuster publishers

Useful links

1. <https://www.lean.org>
2. <https://www.themanufacturinginstitute.org>
3. <https://www.imd.org/ibyimd/tag/manufacturing/>

Additional reading

1. 'The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer' by Jeffrey K. Liker.
2. 'The Machine That Changed the World', by James P. Womack, Daniel T. Jones, & Daniel Roos

**CO-PO Mapping**

	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	1	1	0	2	1	3	2	2	1	3
CO2	3	3	3	1	2	1	2	1	3	3	2
CO3	3	3	2	1	1	2	3	2	2	2	3

CO4	2	2	1	0	2	2	3	3	3	1	3
Average	2.75	2.75	1.75	0.5	1.75	1.5	2.75	2	2.5	1.75	2.75

### Elective - Agriculture Business Management - Paper IV

<b>Course Title</b>		<b>AGRO PROCESSING, PACKING AND QUALITY CONTROL</b>				
<b>Class and semester</b>		MBA Part – II Semester - IV				
<b>Course Code</b>		DSC 405/ DSC 407				
<b>Course Credit</b>		4				
<b>Teaching Scheme</b>			<b>Examination Scheme</b>			
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>		<b>University Examination</b>		
40 Hrs	20 Hrs	40 Marks		60 Marks		
Course Objectives						
<ol style="list-style-type: none"> <li>Understand the scope, interdependence, and rural development role of agro-processing industries.</li> <li>Learn packaging principles, post-harvest handling, and quality control standards for agricultural commodities.</li> <li>Analyze the structure, problems, and socio-economic impacts of various agro-processing co-operatives and industries.</li> <li>Evaluate the challenges facing agro-based industries including deregulation, export issues, and global competition.</li> </ol>						
<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to					Blooms Taxonomy level	
1.	Explain the scope, importance, value addition, and agribusiness components of agro-processing industries.				L 2	
2.	Apply various management theories to organizational situations. Apply post-harvest handling procedures, packaging principles, and quality control tools to maintain agricultural commodity standards.				L 3	
3.	Identify management problems and socio-economic impacts of key agro-processing co-operatives and industries in India and Maharashtra.				L 4	
4	Analyze challenges including deregulation, exports, derivative trading, and global competition faced by agro-based industries.				L 4	
Unit	Contents				Hours	Course outcomes
1	<b>Agro-industries:</b> Agriculture Industry Products, Genesis of Agro based industry, History and				10	C1

	Present Status, Scope and Importance of agro processing industries, Interdependence between agriculture & industry, Agro-industries: Concept, Role of Agro-industries in rural area, Problems of rural industry, measures for development of rural industry; Steps to Increase product value, Factors affecting in value addition; Agribusiness of fertilizers, bio fertilizers, manures, pesticides, nutrients.		
Practical	Study of any agro processing industry in nearby area.	5	
2	<b>Packing and Quality Control:</b> Packaging: Characteristics of good packaging, labelling, post-harvest handling procedure: Cleaning, Sorting, Grading, Treatments, Packing, Storage and Transportation. Warehousing- Importance and functions of storage; Location & layout of stores; Concept of Quality and objectives of statistical quality control (SQC), ISO standards, total quality management (TQM), Quality Certification Services; Quality Management Services; Quality Standards of Agricultural commodities.	10	C2
Practical	Study of any warehouse in nearby area.	5	
3	<b>Issues in Agro Processing Industries:</b> Agro-Processing Co-operatives in India and Maharashtra, Types of agro processing industries -Sugar, Spinning Mills, Dairy, Jute, Cashew etc. Management Problems and Prospects for agro- processing co- operatives and other Agro-processing industries- food industry, horticulture (fruit crops/flower crops), Medicinal plants, honey industry; Issues in agro product processing, pricing, marketing. Socio-economic impacts of rural industrialization.	10	C3
Practical	Understanding of status of any type of cooperative in nearby area.	5	
4	<b>Challenges before Agro -based industries:</b> Transition from Partial decontrol to total decontrol, export problems in agro based industry, Problems of derivative trading, higher cost of raw material, obsolete technology, Global challenges before Agri business. Innovation and agro based industry.	10	C4
Practical	Study of recent trends in agro based industry.	5	

Reference books:

1. Acharya S.S. and Agrawal N.L., Agricultural Marketing in India.
2. Dasgupta S., Diffusion of Agricultural Innovation in Village India.
3. Desai Vasant ,Rural Development.
4. Dholkia R.H. and Iyengar, Planning for Rural Development Issues and case Studies.
5. Hanumantha Rao, Technological change and Distribution of Gains in Indian Agriculture.
6. Dr. Himanshu, Agri Business Management- Ritu Publications Jaipur.

Useful links

1. <https://link.springer.com/book/10.1007/978-3-031-30683-9>
2. <https://link.springer.com/series/5996>
3. <https://www.sciencedirect.com/science/article/pii/B9780443189654000248>

Additional reading

1. Handbook of Vegetables and Vegetable Processing, 2nd Edition, Wiley / 2018
2. Handbook of Food Processing: Food Safety, Quality, and Manufacturing Processes (2-Volume Set) CRC Press / 2015

<b>CO-PO Mapping</b>											
	Programme Outcomes (PO)								PSOs		
	1	2	3	4	5	6	7	8	1	2	3
CO1	3	1	1	0	2	2	2	2	2	1	2
CO2	3	2	3	1	2	2	2	2	3	3	3
CO3	3	3	2	1	3	3	2	2	2	2	2
CO4	3	3	2	1	2	2	3	3	2	2	3
Average	3	2.25	2	0.75	2.25	2.25	2.25	2.25	2.25	2	2.5

	<b>Optional D*</b> (Internal) for Semester IV
XIII	SWAYAM Course
XIV	Behavioural Finance
XV	AI in Business
XVI	ERP/ SAP

**SWAYAM course guideline as mentioned in MBA RM part I syllabus 2025-26.**

<b>Course Title</b>	<b>BEHAVIOURAL FINANCE</b>	
<b>Class and Semester</b>	MBA Part – II Semester - IV	
<b>Course Code</b>	SECC 408	
<b>Course Credit</b>	2	
<b>Teaching Scheme</b>		<b>Examination Scheme</b>
<b>Lectures</b>	<b>Practical</b>	<b>Internal Evaluation</b>
20 Hrs	10 Hrs	50 Marks

- Course Objectives
1. To develop a comprehensive understanding of Behavioural Finance.
  2. To analyze the psychological foundations of financial decision-making.
  3. To examine the impact of emotions and external factors on financial markets.
  4. To equip students with analytical skills to apply behavioural finance concepts and statistical methodologies

<b>Course Outcomes:</b> On successful completion of the course, the learner will be able to			Blooms Taxonomy level
1.	Analyze psychological biases and behavioural theories		L4
2.	Evaluate the impact of emotions and external factors		L5
3.	Apply statistical methodologies and behavioural finance concepts		L3
4	Examine the impact of emotions and external factors on financial markets.		L4

Unit	Contents	Hours	Course outcomes
1	<p><b>Introduction</b></p> <p>Behavioural Finance: Nature, Scope, Objectives and Significance &amp; Application- History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect. Theory &amp; mental accounting— investors Disposition effect.</p>	10	C1
Practical	Analyze real investor behavior by collecting data on stock market in a short report.	5	
2	<p><b>External factors and investor behaviour</b></p> <p>External factors and investor behaviour: Fear &amp; Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns-</p>	10	2
Practical	Study the impact of external factors like fear, greed, and geomagnetic events on stock market	5	

### Suggested Readings

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen,pandey-Learning Behavioural Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)
7. Behavioural Finance: Understanding the social, cognitive and economic debates, Edwin Burten and Sunit N Shah, Wiley, 2013
8. Behavioural Finance, Chandra. Prasanna.Mcgraw Hill

### CO-PO Mapping

	Programme Outcomes (PO)	PSOs
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	1	2	3	4	5	6	7	8	1	2	3
CO1	3	3	1	2	1	2	2	2	1	3	2
CO2	3	3	1	2	1	2	3	2	1	3	2
CO3	3	3	3	1	2	1	2	2	2	3	3
CO4	3	3	2	2	1	2	3	2	1	3	2
Average	<b>3.00</b>	<b>3.00</b>	<b>1.75</b>	<b>1.75</b>	<b>1.25</b>	<b>1.75</b>	<b>2.50</b>	<b>2.00</b>	<b>1.25</b>	<b>3.00</b>	<b>2.25</b>

Course Title	<b>AI IN BUSINESS</b>		
Class and semester	MBA Part – II Semester - IV		
Course Code	SECC 408		
Course Credit	2		
Teaching Scheme		Examination Scheme	
Lectures	Practical	Internal	
20	10	50 Marks	
Course Objectives			
<ol style="list-style-type: none"> <li>To understand basics of Artificial Intelligence</li> <li>To familiarize students with tools and techniques of Artificial Intelligence.</li> </ol>			
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to			Blooms Taxonomy level
<b>CO1</b>	Discuss basics of AI for business management		L 2
<b>CO2</b>	Interpret various AI tools and techniques in business		L 3
<b>CO3</b>	Evaluate risk factors for AI in business		L 5
<b>CO4</b>	Assess suitable AI application in business domain		L 4
<b>Unit</b>	<b>Contents</b>	<b>Hours</b>	<b>Course outcomes</b>

1 Theory	<b>AI overview</b> Artificial Intelligence - History & Evolution, Features of Artificial Intelligence, Types of AI, Narrow AI, General AI, Super AI Ethics in AI, Legal frameworks for AI adoption.	10	CO1, CO2
Practical	Select any 5 companies and study different types of Artificial Intelligence.	5	
2 Theory	<b>AI in business domain</b> AI tools and techniques in business, Risk and challenges in AI, Applications of Artificial Intelligence AI in marketing, AI in finance, AI in human resource management, AI in supply chain management and logistics.	10	CO3, CO4
Practical	Select any Industry and analyse applications of Artificial Intelligence in business domain.	5	
<b>Reference books:</b>	<ul style="list-style-type: none"> <li>• <b>Khamis, R., &amp; Buallay, A. (Eds.). (2024).</b> <i>AI in business: Opportunities and limitations</i> (Vol. 1). Springer.</li> <li>• <b>Panda, S. K. (Ed.). (2022).</b> <i>Artificial intelligence and machine learning in business management: Concepts, challenges, and case studies</i>. CRC Press.</li> </ul> <p><b>Mishra, N., &amp; Kumar, A. V. S. (Eds.). (2025).</b> <i>Artificial intelligence and machine learning for business</i> (1st ed.). Apple Academic Press.</p>		
Useful links	<ul style="list-style-type: none"> <li>• <a href="https://www.coursera.org/specializations/ai-for-business-wharton">https://www.coursera.org/specializations/ai-for-business-wharton</a></li> <li>• <a href="https://www.ibm.com/think/topics/artificial-intelligence-business">https://www.ibm.com/think/topics/artificial-intelligence-business</a></li> <li>• <a href="https://openai.com/business/">https://openai.com/business/</a></li> </ul>		
Additional reading	<ol style="list-style-type: none"> <li>1. Paul Roetzer, “Marketing Artificial Intelligence – AI, Marketing, and the Future of Business”, BenBella Books, Inc., 2022.</li> <li>2. Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali and Ahmed A. Elngar, “Artificial Intelligence and Machine Learning in Business Management - Concepts, Challenges, and Case Studies”, CRC Press, Taylor &amp; Francis, 202</li> </ol>		

COs	Program Outcomes and Programme Specific Outcomes										
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO 1	PSO 2	PSO 3

<b>CO 1</b>	3	1	1	1	2	1	3	2	-	-	-
<b>CO 2</b>	3	2	2	1	2	1	3	2	-	-	-
<b>CO 3</b>	3	3	2	1	2	3	3	3	-	-	-
<b>CO 4</b>	3	3	3	1	3	2	3	3	-	-	-
<b>Average</b>	3	2.25	2	1	2.25	1.75	3	2.5	-	-	-

Course Title	<b>ERP / SAP</b>										
Class and semester	MBA Part – II Semester - IV										
Course Code	SECC 408										
Course Credit	2										
Teaching Scheme						Examination Scheme					
Lectures			Practical			Internal					
20			10			50 Marks					
Course Objectives											
<ol style="list-style-type: none"> <li>1. To understand basics of ERP</li> <li>2. To familiarize students with SAP_ERP modules</li> </ol>											
<b>Course Outcomes:</b> On successful completion of the course the learner will be able to										Bloom Taxonomy level	
<b>CO1</b>	Discuss basics of Enterprise Information System.										L 2
<b>CO2</b>	Interpret various SAP_ERP modules.										L 3
<b>CO3</b>	Evaluate success and failure of SAP system.										L 5
<b>CO4</b>	Assess suitable SAP vendor.										L 4
<b>Unit</b>	<b>Contents</b>						<b>Hour s</b>	<b>Course outcomes</b>			

1 Theory	<b>ERP overview</b> evolution of ERP, features and limitations of ERP, ERP related technologies BPR business process engineering, MIS management information system, decision support system, ERP implementation	10	CO1, CO2
Practical	Select any company and study different ERP technologies.	5	
2 Theory	<b>SAP ERP</b> SAP market, SAP MODULES, selection of SAP vendors, SAP architecture, success and failure factors of SAP ERP, career in SAP.	10	CO3, CO4
Practical	Select any Industry and study SAP module applications business domain.	5	
<b>Reference books:</b>			
<ul style="list-style-type: none"> <li>Magal, S. R., &amp; Word, J. (2012). <i>Integrated business processes with ERP systems</i>. John Wiley &amp; Sons</li> <li>Desai, M. S., &amp; Srivastava, V. (2013). <i>ERP to E<sup>2</sup>RP: A case study approach</i>. PHI Learning.</li> </ul>			
Useful links	<a href="https://www.tutorialspoint.com/sap/sap_introduction.htm">https://www.tutorialspoint.com/sap/sap_introduction.htm</a> <a href="http://www.digimat.in/nptel/courses/video/110105083/L10.html">http://www.digimat.in/nptel/courses/video/110105083/L10.html</a>		
Additional reading	1 Ravi Shankar & S. Jaiswal, Galgotia, —Enterprise Resource Planning, 1 st Edition, 1999. 2 Dr. Ravi Kalakota, —E-Business Network Resource planning using SAP R/ 3 Baan and Peoples soft: A Practical Roadmap For Success, Pearson, 2nd Edition, 2001		

COs	Program Outcomes and Programme Specific Outcomes										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO 1	PSO 2	PSO 3
CO 1	3	1	1	1	2	1	3	2	-	-	-
CO 2	3	2	2	1	2	1	3	2	-	-	-
CO 3	3	3	2	1	2	3	3	3	-	-	-
CO 4	3	3	3	1	3	2	3	3	-	-	-

<b>Avg</b>	3	2.25	2	1	2.25	1.75	3	2.5	-	-	-
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\*\*\*\*\*End\*\*\*\*\*