



Amrutvahini Sheti and Shikshan Vikas Sanstha's
AMRUTVAHINI COLLEGE OF ENGINEERING,
SANGAMNER

(An Autonomous Institute)

Sangamner, Dist- Ahilyanagar, Maharashtra, India. 422608



Permanently Affiliated to

SAVITRIBAI PHULE PUNE UNIVERSITY, PUNE

Syllabus

MBA 2025 Pattern

**Choice Based Credit and Grading System (CBCGS) and Outcome
Based Education Framework
aligned with National Education Policy (NEP) 2020**

for

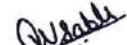
MBA

(Master of Business Administration)

2 years, 4 semesters full time Post-Graduate Program

MBA 1st year AY 2026 – 27




Chairman
BoS, Master of Business Administration
Amrutvahini College of Engineering, Amrutnagar
Sangamner-422608


Chairman
Academic Council
Amrutvahini College of Engineering, Amrutnagar
Sangamner-422608

ANNEXURE - I

LIST OF COURSES OFFERED IN EACH SEMESTER

Semester I						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Core Course						
Compulsory	R25-MBA-PCC-101	Accounting for Business Decisions	3	50	50	100
Compulsory	R25-MBA-PCC-102	Business Economics	3	50	50	100
Compulsory	R25-MBA-PCC-103	Organizational Behavior and Development	3	50	50	100
Compulsory	R25-MBA-PCC-104	Principles of Marketing	3	50	50	100
Compulsory	R25-MBA-PCC-105	Indian Knowledge Systems	2	0	50	50
Compulsory	R25-MBA-PCC-106	Foundations of Entrepreneurship	2	0	50	50
Research Methodology course						
Compulsory	R25-MBA-RSM-107	Business Research Methods	3	50	50	100
Programme Elective Course (any ONE)						
Elective	R25-MBA-PEC-108	Business Computer Skills	2	50	0	50
Elective	R25-MBA-PEC-109	Management Fundamentals	2	50	0	50
Elective	R25-MBA-PEC-110	Rural and Agri-business Management	2	50	0	50
Elective	R25-MBA-PEC-111	Personality Development	2	50	0	50
Semester I Total			08	21	300	350
CivicTech Skills Course (Additional course)						
Compulsory	R25-MBA-CTS-120	Human Rights-I	-	-	-	-

Semester II						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Core Course						
Compulsory	R25-MBA-PCC-201	Marketing Management	3	50	50	100
Compulsory	R25-MBA-PCC-202	Financial Management	3	50	50	100
Compulsory	R25-MBA-PCC-203	Human Capital Planning and Development	3	50	50	100
Compulsory	R25-MBA-PCC-204	Operations and Supply Chain Management	3	50	50	100
Compulsory	R25-MBA-PCC-205	Decision Science	3	50	50	100
Compulsory	R25-MBA-PCC-206	New Venture Management	2	0	50	50
Project/OJT course						
Compulsory	R25-MBA-RSM-207	Desk Research	3	50	50	100
Programme Elective Course (any ONE)						
Elective	R25-MBA-PEC-208	Business Laws	2	50	0	50
Elective	R25-MBA-PEC-209	Business Communication	2	50	0	50
Elective	R25-MBA-PEC-210	Business Environment	2	50	0	50
Elective	R25-MBA-PEC-211	Holistic Career Management	2	50	0	50
Semester II Total			08	22	350	350
CivicTech Skills Course (Additional courses)						
Compulsory	R25-MBA-CTS-220	Human Rights-II	-	-	-	-
Compulsory	R25-MBA-CTS-221	Introduction to Cyber Security	-	-	-	-

Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Core Course						
Compulsory	R25-MBA-PCC-301	Strategic Management	3	50	50	100
Compulsory	R25-MBA-PCC-302	Life and legacy of Chhatrapati Shivaji Maharaj	2	00	50	50
Project/OJT Course						
Compulsory	R25-MBA-PRJ-303	On the Job Training	8	100	100	200
Programme Elective Course (any ONE)						
Elective	R25-MBA-PEC-304	Business Analytics	3	50	50	100
Elective	R25-MBA-PEC-305	Digital Business	3	50	50	100
Elective	R25-MBA-PEC-306	International Business Management	3	50	50	100
Special Core course -Specialization specific						
Compulsory	-	Special Core course	3	50	50	100
Special Elective course -Specialization specific (any TWO)						
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Semester III Total		07	25	350	400	750
CivicTech Skills Course (Additional courses)						
Compulsory	R25-MBA-CTS-320	Skill Development-I	-	-	-	-
Compulsory	R25-MBA-CTS-321	Introduction to Constitution	-	-	-	-

Semester IV						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Elective Course (any TWO)						
Elective	R25-MBA-PEC-401	Business Ethics and Governance	3	50	50	100
Elective	R25-MBA-PEC-402	CSR and Sustainability	3	50	50	100
Elective	R25-MBA-PEC-403	Current Trends in Management	3	50	50	100
Elective	R25-MBA-PEC-404	Enterprise Performance Management	3	50	50	100
Project/OJT Course						
Compulsory	R25-MBA-PRJ-405	Masters Project	6	50	50	100
Special Core course -Specialization specific						
Compulsory	-	Special Core course	3	50	50	100
Special Elective course -Specialization specific (any THREE)						
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Semester IV Total			07	24	350	350
CivicTech Skills Course (Additional course)						
Compulsory	R25-MBA-CTS-420	Skill Development-I	-	-	-	-

ANNEXURE - II

LIST OF COURSES OFFERED UNDER EACH SPECIALIZATION

MARKETING MANAGEMENT (MKT)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307MKT	Services Marketing	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308MKT	Consumer Behaviour	3	50	50	100
Elective	R25-MBA-SEC-309MKT	Industrial Marketing	3	50	50	100
Elective	R25-MBA-SEC-310MKT	Product and Brand Management	3	50	50	100
Elective	R25-MBA-SEC-311MKT	Customer Relationship Management	3	50	50	100
			03	09	150	150
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406MKT	Marketing Strategy	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407MKT	Sales and Distribution Management	3	50	50	100
Elective	R25-MBA-SEC-408MKT	Marketing Analytics	3	50	50	100
Elective	R25-MBA-SEC-409MKT	International Marketing	3	50	50	100
Elective	R25-MBA-SEC-410MKT	Marketing 6.0	3	50	50	100
Elective	R25-MBA-SEC-411MKT	Digital Marketing	3	50	50	100
			04	12	200	200
Specialization Total			07	21	350	350

FINANCIAL MANAGEMENT (FIN)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307FIN	Advanced Financial Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308FIN	Financial Markets and Banking Operations	3	50	50	100
Elective	R25-MBA-SEC-309FIN	Personal Financial Planning	3	50	50	100
Elective	R25-MBA-SEC-310FIN	Digital Banking	3	50	50	100
Elective	R25-MBA-SEC-311FIN	Basics of Fintech	3	50	50	100
			03	09	150	150
			09	150	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406FIN	International Finance	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407FIN	Goods and Services Tax	3	50	50	100
Elective	R25-MBA-SEC-408FIN	Direct Taxation	3	50	50	100
Elective	R25-MBA-SEC-409FIN	Financial Modeling with Excel	3	50	50	100
Elective	R25-MBA-SEC-410FIN	Strategic Cost Management	3	50	50	100
Elective	R25-MBA-SEC-411FIN	Rural and Micro Finance	3	50	50	100
			04	12	200	200
			12	200	200	400
Specialization Total			07	21	350	350
			21	350	350	700

HUMAN RESOURCE MANAGEMENT (HRM)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307HRM	Strategic Human Resource Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308HRM	HR Operations	3	50	50	100
Elective	R25-MBA-SEC-309HRM	Competency Based HRM	3	50	50	100
Elective	R25-MBA-SEC-310HRM	HR Analytics	3	50	50	100
Elective	R25-MBA-SEC-311HRM	Labour Welfare and Employee Well-being	3	50	50	100
		03	09	150	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406HRM	Employee Relations and Labour Legislations	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407HRM	Organizational Diagnosis and Development	3	50	50	100
Elective	R25-MBA-SEC-408HRM	Compensation and Reward Management	3	50	50	100
Elective	R25-MBA-SEC-409HRM	Performance Management Systems	3	50	50	100
Elective	R25-MBA-SEC-410HRM	HR Policy Design and Governance	3	50	50	100
Elective	R25-MBA-SEC-411HRM	Employee Engagement and Development	3	50	50	100
		04	12	200	200	400
Specialization Total			07	21	350	350
					700	

OPERATIONS AND SUPPLY CHAIN MANAGEMENT (OSCM)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307OSCM	Facilities Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308OSCM	Quality Management	3	50	50	100
Elective	R25-MBA-SEC-309OSCM	Logistics Management	3	50	50	100
Elective	R25-MBA-SEC-310OSCM	Industry 4.0	3	50	50	100
Elective	R25-MBA-SEC-311OSCM	Supply Chain Management	3	50	50	100
Total of Sem III			03	09	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406OSCM	Quality Manufacturing Standards	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407OSCM	Production Planning and Control	3	50	50	100
Elective	R25-MBA-SEC-408OSCM	Services Operations Management	3	50	50	100
Elective	R25-MBA-SEC-409OSCM	Manufacturing Resources Planning	3	50	50	100
Elective	R25-MBA-SEC-410OSCM	Productivity Management	3	50	50	100
Elective	R25-MBA-SEC-411OSCM	Inventory Control Management	3	50	50	100
			04	12	200	400
Specialization Total			07	21	350	700

DATA SCIENCE AND BUSINESS ANALYTICS (DSBA)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307DSBA	Software Project Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308DSBA	Business Intelligence	3	50	50	100
Elective	R25-MBA-SEC-309DSBA	Excel for Data Science	3	50	50	100
Elective	R25-MBA-SEC-310DSBA	Data Visualization Lab	3	50	50	100
Elective	R25-MBA-SEC-311DSBA	Machine Learning	3	50	50	100
			03	09	150	150
			09	150	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406DSBA	Big Data Analytics	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407DSBA	Data Mining	3	50	50	100
Elective	R25-MBA-SEC-408DSBA	Financial Analytics	3	50	50	100
Elective	R25-MBA-SEC-409DSBA	Business Analytics using Python	3	50	50	100
Elective	R25-MBA-SEC-410DSBA	AI for Business	3	50	50	100
Elective	R25-MBA-SEC-411DSBA	Application of Blockchain Technology	3	50	50	100
			04	12	200	200
			12	200	200	400
Specialization Total			07	21	350	350
			21	350	350	700

DETAILED SYLLABUS-MBA-1 YEAR

Semester - I

Semester: I	R25-MBA-PCC-101	Accounting for Business Decisions
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
101.1	Remembering	Define and explain fundamental concepts of Financial Accounting, Accounting Standards, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control, and Standard Costing.
101.2	Understanding	Demonstrate a clear understanding of all theoretical concepts covered in the syllabus.
101.3	Applying	Perform all the necessary calculations through the relevant numerical problems.
101.4	Analysing	Assess financial situations to identify key financial and non-financial factors influencing decision-making.
101.5	Evaluating	Critically evaluate the financial implications of business decisions.
101.6	Creating	Prepare financial statements for a sole proprietorship, develop cost sheets, and design budgets.

Unit 1- Introduction to Financial Accounting: Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital and Revenue Expenditure, Capital and Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance, Indian Accounting Standards (Ind AS), and International Financial Reporting Standards (IFRS) (5)

Unit 2- Preparation of Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. (9+2)

Unit 3- Introduction to Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet. (8)

Unit 4- Profit Planning: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis. (8+2)

Unit 5- Cost Control Techniques: Budgetary Control and Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget. **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance,

Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. (10+1)

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing
4. Cash Budget, Flexible Budget
5. Material Variances

Suggested Text Books:

1. Management Accounting- Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting - H. V. Jhamb
3. Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting - Dr. Mahesh Kulkarni
5. Bahi – Khata: The Traditional Accounting System of India – A. N. Aggarwal
6. Ancient India Accountancy: A Study – Krishna Mohan Tummala

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
3. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
4. Accounting For Management, Jawarhar Lal
5. Accounting for Managers, Dearden and Bhattacharya
6. The Arthashastra: Selections from the Classic Indian Work on Statecraft

Suggested E-resources:

1. <https://www.youtube.com/watch?v=NDaCCqvUs24>
2. <https://www.youtube.com/playlist?list=PLZB4d54CdrzEh6yvGzMqPn2uGq2wqiBjF>
3. <https://www.icaai.org/post/17759>
4. https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf

Semester: I	R25-MBA-PCC-102	Business Economics
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	Cognitive abilities	Course outcomes
102.1	Remembering	Define the key terms of economics.
102.2	Understanding	Explain the key concepts in economics, from a managerial perspective.
102.3	Applying	Identify the various issues in an economics context and Highlight their significance from the perspective of business decision making.
102.4	Analysing	Examine the inter-relationships between various facets of economics from the perspective of a consumer, firm, industry, market, competition and business cycles
102.5	Evaluating	Evaluate critical thinking based on principles of economics for informed business decision making.
102.6	Creating	Elaborate how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Unit 1- Basic Concepts- Nature and Scope of Managerial Economics, Microeconomic and Macroeconomics, Circular flow of economic activity, meaning of Gig economy, Managerial Economics and decision-making, Opportunity Cost, Concept and objectives of the Firm. (6)

Unit 2- Utility and Demand- Meaning of Utility, Law of diminishing marginal utility, Indifference curve and map, Consumer's equilibrium - Budget line and Consumer surplus, Demand – Concept and Determinants of Demand, Law of Demand, Elasticity of Demand and its types, Forecasting- Introduction and Forecasting methods. (7+2)

Unit 3- Supply and Production- Concept and Determinants of supply, Law of Supply, Elasticity of supply, Market Equilibrium. Production Analysis- Introduction to Production Function, Cost of Production. Cost Analysis- Accounting Costs and Economic costs, Short run and Long Run costs, Marginal cost, Average cost, Total cost. Economies of scale, Law of variable proportion, Cost- Output Relationships in the Short Run, and in the Long Run. (11)

Unit 4- Revenue Analysis and Profit- Meaning and Types of Revenue, Relationship between Revenues and Price Elasticity of Demand, Market Structures and their characteristics, Pricing Policies - Cost plus pricing, Marginal cost pricing, Cyclical pricing, Penetration Pricing, Skimming pricing, Price Leadership, Transfer pricing. Accounting Profit and Economic Profit, Significance of profit. (9+2)

Unit 5- Basics of Macroeconomics- Government Intervention in Markets, Key macroeconomic variables- GDP, National income, Inflation, Unemployment Rate, Interest Rates, Exchange Rate. Basics of Consumption Function and Investment Function, Business Cycle- meaning, phases and measures to control, Fiscal Policy and Monetary Policy of Government and business relevance. (Discussion on latest financial year is expected). (7+1)

Suggested Text Books:

1. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
2. Managerial Economics, G.S. Gupta, Tata McGraw Hill, New Delhi.
3. Managerial Economics, D N Dwivedi, 10th edition, Vikas Publishing, New Delhi
4. Economics, CH.S. Gopala Krishna Murthy, Dr. D.M. Mithani, As per NEP 2020 syllabus, Himalaya Publishing House
5. Managerial Economics, Karam Pal and Surender Kumar, Excel Books
6. Managerial Economics, Mote, Paul and Gupta, Tata McGraw Hill, New Delhi.

Suggested Reference Books:

1. Managerial Economics and Business Strategy, Michael Baye, J. Prince, 9th Indian edition, McGraw Hill, New Delhi
2. Managerial Economics, H L Ahuja, S. Chand and Co., New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, Homas and Maurice, Tata McGraw Hill
5. Economics, Samuelson and Nordhaus, 19th edition, McGraw Hill Education, New Delhi.
6. Modern Economic Theory, Dewett and Navalur, S. Chand and Co., New Delhi.
7. Macroeconomics- Theories and Policies, Gade and Pathade, BlueRose ONE publication

Suggested e-resources:

1. www.indiabudget.gov.in
2. www.pib.gov.in
3. www.rbi.org.in
4. www.elibrary.imf.org
5. www.ndl.iitkgp.ac.in
6. <https://www.youtube.com/watch?v=dimW1HIUdLA>
7. https://www.niti.gov.in/sites/default/files/202306/Policy_Brief_India%27s_Booming_Gig_and_Platform_Economy_27062022.pdf

Semester: I	R25-MBA-PCC-103	Organizational Behaviour and Development
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
103.1	Remembering	Describe the fundamental concepts of the organizational behaviour.
103.2	Understanding	Understand theories and model of organizational Individual to examine their effects on individual behaviour and development.
103.3	Applying	Apply Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
103.4	Analysing	Analyze human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems
103.5	Evaluating	Create the model of Organization Behaviour to manage Team Dynamics, conflict and change management, Stress Management
103.6	Creating	Develop strategies for challenges faced during shaping organizational behavior, organizational culture

Unit 1- Fundamentals of Organizational Behaviour

Definition, scope and importance of OB, Nature of OB , Scope of OB , Development of OB, Organizational Behavioural Models (Autocratic, Custodial, Supportive, Collegial and SOBC), Personality: Definition, Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. (8)

Unit 2- Individual behavior and Development

Perception: Factors influencing perception, Perceptual process, Attribution theory, Importance of perception in behaviour. Attitude: Relationship between attitude and behavior Motivation: Concept, Content Theories – Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory. Process Theories – Vroom’s Theory of Expectation. Contemporary Theories – Equity (8+2)

Unit 3- Group Behaviour and Leadership Dynamics

The Meaning of Group and Group behavior and Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness and Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types. (8)

Unit 4- Conflict and Stress Management

Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. (8+2)

Unit 5- Organization culture:

Meaning and Nature of Organization Culture - Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. Case Study on organizational culture in shaping employee behavior, driving innovation and achieving business success. (8+1)

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson and Quick
3. Organizational Behaviour, M N Mishra
4. Organizational Behaviour, K Ashwathappa
5. Organizational Behaviour, Fred Luthans

Suggested Reference Books:

1. Understanding OB, Uday Pareek
2. Change and Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester: I	R25-MBA-PCC-104	Principles of Marketing
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
104.1	Remembering	Recall and reproduce the various concepts, principles, frameworks and terms related to the function and role of marketing
104.2	Understanding	Demonstrate the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and illustrate the role that marketing plays in the 'tool kit' of every organizational leader and manager
104.3	Applying	Apply marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
104.4	Analysing	Examine and list marketing issues pertaining to segmentation, targeting and positioning, consumer buying behavior, marketing mix in the context of real-world marketing offering.
104.5	Evaluating	Explain the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
104.6	Creating	Discuss alternative approaches to segmentation, targeting and positioning and Product Life Cycle in the context of real-world marketing offering.

Unit 1. Introduction to Marketing: Evolution of marketing. Definition and Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Competition, Key customer markets, Brick and Click Model, Linkage of Marketing functions with all functions in the organization, Selling versus marketing, Concept of Marketing Myopia, Digital Marketing (8)

Unit 2. Consumer Behavior: Meaning and importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth ZMOT, Moderating effects on consumer behavior, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) (8+2)

Unit 3. Marketing Environment: Concept of Environment, Macro Environment and Micro Environment – Components and characteristics, Major forces impacting the Macro Environment and Micro Environment, Need for analyzing the Marketing Environment.

Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment, Technological Innovations. (8)

Unit 4. Segmentation, Target Marketing and Positioning: Segmentation - Concept, Need and Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Criteria for effective segmentation. Market Potential and Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche and Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of positioning, Value Proposition and Unique Selling Proposition (8+2)

Unit 5. Marketing Mix: Basic Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept and characteristics of Product Life Cycle (PLC), Extended PLC, Digital Marketing Mix, Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). (8+1)

Note: Real world examples / cases are expected in the examination

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Publication
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy and Namakumari, Macmillan.
4. "Indian Marketing: Cases and Concepts" by S. Neelamegham
5. "Marketing in India: Text and Cases" by S. Ramesh Kumar

E-Resources:

1. <https://www.youtube.com/watch?v=qwnw1qfPU4Y>
2. <https://www.youtube.com/watch?v=vlRm8tqAYCs>

Semester: I	R25-MBA-PCC-105	Indian Knowledge Systems
Credits: 2	Total Marks: 50 (00 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
105.1	Remembering	Recall key teachings and themes from the Bhagavad Gita and identify major events and principles from the life of Swami Vivekanand and Chhatrapati Shivaji Maharaj.
105.2	Understanding	Explain the significance of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, understanding self-awareness by Swami Vivekananda and Chhatrapati Shivaji Maharaj's leadership qualities.
105.3	Applying	Apply concepts of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership challenges.
105.4	Analysing	Compare Indian Knowledge Systems (IKS) with Western Management Theories (WMT) in terms of leadership styles, decision-making, and ethical frameworks.
105.5	Evaluating	Evaluate the influence of family and community in Indian business practices.
105.6	Creating	Develop strategic leadership models incorporating principles from the Bhagavad Gita, Swami Vivekanand's and Chhatrapati Shivaji Maharaj's governance to address modern organizational challenges.

Unit 1- Leadership and Organizational Behavior in the Bhagavad Gita: Overview of the Bhagavad Gita: Historical and cultural significance, key themes, and teachings, Role of values, ethics, and spirituality in leadership and organizational culture, Principles of self-awareness, self-management, and emotional intelligence, Motivation and resilience-building techniques, Team dynamics, conflict resolution, and decision-making frameworks inspired by the Gita, Servant leadership principles and ethical decision-making, Strategies for building high-performance teams and fostering personal growth. (5)

Unit 02 Vivekananda on Leadership and Personality Development: Swami Vivekananda's core teachings relevant to individual and organizational development. Vivekananda's philosophy to contemporary management practices. The influence of Indian spiritual and ethical values in leadership and decision-making. A value-based, ethical, and purposeful managerial mindset. (5+2)

Unit 03 Leadership Insights from Chhatrapati Shivaji Maharaj: Life and leadership journey of Chhatrapati Shivaji Maharaj: Historical context and core philosophies, Principles

of Dharma, Raj Dharma, and Artha in leadership, Leadership styles, strategic vision, and planning in governance and warfare, Administrative structures, ethical governance, and economic policies, Chhatrapati Shivaji Maharaj as an entrepreneur and nation-builder, Balancing tradition with modern leadership approaches, Relevance of Chhatrapati Shivaji Maharaj's leadership in contemporary management.(5)

Unit 04 Indian Knowledge Systems (IKS) vs. Western Management Theories (WMT):

Foundations of IKS: Vedas, Upanishads, and Darshanas, Philosophical contrasts between IKS and WMT: Individualism vs. Collectivism, Hierarchy vs. Egalitarianism, Decision-making approaches: Holistic vs. Analytical, Intuition vs. Data-driven strategies, Work ethics: Concepts of Karma and Dharma vs. Western productivity models, Sustainability in IKS vs. Profit-driven strategies in WMT, Integrating IKS principles with Western management practices for strategic leadership. (5+2)

Unit 05 Family and Community in Indian Business Practices: Historical context of family and community roles in Indian business, Influence of joint family systems and community networks on business leadership, Cooperative movements, social enterprises, and their impact on local economies, Ethical decision-making shaped by cultural values and family traditions, Corporate social responsibility (CSR) in the Indian business landscape, Succession planning, leadership transitions, and conflict resolution in family businesses, Adapting traditional business practices to modern challenges, globalization, and technological advancements. (5+1)

Suggested Text Books:

- 1."The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda
- 2."The Bhagavad Gita: A New Commentary" by Swami Sivananda
- 3."Complete Works of Swami Vivekananda" – Advaita Ashrama
- 4."Vivekananda: A Biography" – Swami Nikhilananda
- 5."Shivaji: The Great Maratha" by Ranjit Desai
- 6."Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
- 7."Management Insights from Indian Spirituality" by A.V. Narasimha Murthy
- 8."Western and Indian Management: Exploring Synergies" by Vipin Gupta
- 9."Indian Ethos and Values in Management" by Sankar

Suggested E-resources:

1. <https://www.youtube.com/watch?v=D3f3jIcEZho>
2. <https://www.youtube.com/watch?v=5f0phlOdYvU>
3. <https://www.youtube.com/playlist?list=PLtpCcLcy9VxkU1HIEoywnhGRSlDv9RcpQ>
4. <https://iksindia.org/>
5. https://www.lkouniv.ac.in/site/writereaddata/siteContent/202004120632194475nishi_Indian_Knowledge_Systems.pdf

Semester: I	R25-MBA-PCC-106	Foundations of Entrepreneurship
Credits: 2	Total Marks:50 (00 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
106.1	Remembering	Define the key terms, List the Attributes and Characteristics of Entrepreneurs features and Enumerate the Factors influencing Entrepreneurship Growth.
106.2	Understanding	Discuss various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
106.3	Applying	Apply the principles of entrepreneurship and entrepreneurship framework to analyze and identify entrepreneurial opportunities.
106.4	Analyzing	Discriminate between potential options available for entrepreneur for embarking on establishing a Start Up.
106.5	Evaluating	Evaluate the start-up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
106.6	Creating	Create a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectorial opportunities and financing options.

Unit 01: Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Functions of entrepreneurs. Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management. (5)

Unit 02: Entrepreneurship development: Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI , EDII , NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. (5+2)

Unit 03: Government initiatives: Role of Central Government and State Government in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role,

Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units- Institutional Framework - Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures- Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. (5)

Unit 04: Enterprise Promotion: Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization and Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. (5+2)

Unit 05: Indian Entrepreneurs case studies: Any five case studies on Indian entrepreneurs that align with recent trends in India's business. (5+1)

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. Innovation and Entrepreneurship, Peter F. Drucker
2. The Entrepreneurial Connection, Gurmeet Naroola
3. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare
4. Entrepreneurship and Small Business Management, Siropolis

E-Resources:

1. <https://www.youtube.com/watch?v=aLoRz6hidCM&list=PLsh2FvSr3n7eLqyEo8Xoz5F6FOn5ik6RB>
2. https://www.youtube.com/watch?v=cNUiBt5_Za&list=PLsh2FvSr3n7eLqyEo8Xoz5F6FOn5ik6RB&index=4
3. <https://www.youtube.com/watch?v=imT2I3JqBA&list=PLsh2FvSr3n7eLqyEo8Xoz5F6FOn5ik6RB&index=59>

Semester: I	R25-MBA-RSM-107	Business Research Methods
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Research Methodology course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
107.1	Remembering	Enumerate and define various concepts and terms associated with business research.
107.2	Understanding	Explain the various types of measurement scales and attitude scaling techniques and their application in the context of business research.
107.3	Applying	Design a variety of data collection instruments for business research issues and apply the principles of sampling to contemporary business research Problems.
107.4	Analyzing	Analyse and graphically present data and derive actionable inferences from the same from a decision making perspective.
107.5	Evaluating	Construct different types of testable hypotheses and interpret the statistical test outcomes. Formulate alternative research designs for a real-life business research problem
107.6	Creating	Formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design.

Unit 1- Basics of Research: Definition of research, need and importance of research, Business Research, Research applications in functional areas of Business, Steps in Research Process, Formulation of Research Problem, Management Question, Research Question, Investigation Question. Research Proposal: Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal, Values and Ethics in research. (7)

Unit 2- Research Design: Concept, Features of a good research design, Comparison Qualitative research and Quantitative research approaches, Qualitative techniques :Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Types of research design: Exploratory Research Design, Descriptive Research Designs, Concept of Cross-sectional and Longitudinal Research, Experimental Design: Concept of Cause, Causal relationships, Concept of Independent and Dependent variables, Hypothesis: Qualities of a good Hypothesis, Types of hypothesis, Null Hypothesis and Alternative Hypothesis. Concept of Hypothesis Testing: Logic and Importance. (6+2)

Unit 3- Data and Measurement: Types of Data: Secondary Data-Definition, Sources, Characteristics, advantages and disadvantages, Primary Data- Definition, Sources, Characteristics, advantages and disadvantages, Concept of Measurement, Problems in measurement in management research - Validity and Reliability, Levels of measurement: Nominal, Ordinal, Interval, Ratio, Attitude Scaling Techniques: Concept of comparative and non-comparative scales, Likert Scales, Semantic Differential Scales, Constant Sum Scales,

Graphic Rating Scales :Ranking Scales-Paired Comparison and Forced Ranking-Concept and Application Questionnaire Method: Questionnaire Construction, Personal Interviews, Telephonic survey , Email survey, online survey. (9)

Unit 4- Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling and Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size. (8+2)

Unit 5- Data Analysis and Report Writing: Data Analysis : Editing, Coding, Univariate analysis – Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency-Mean, Median and Mode. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning and types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation, Scatter plots. Linear Regression Analysis: Meaning and two lines of regression. Test of Significance: Small sample tests: t and F tests, Z test, Chi-square test including testing hypothesis, Non-parametric and parametric test, Analysis of Variance: One way and two-way, Research Reports: Structure of Research report, Report writing and Presentation. (10+1)

Note: Use of MS Excel is expected in learning unit no.5, Formulae and calculation are not expected. Interpretation and analysis is expected for appropriate managerial decision.

Suggested Text Books:

1. Business Research Methods, Donald Cooper and Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman and Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
3. Research Methodology In Management, Dr.V.P.Michael

E-resources:

1. <https://www.youtube.com/watch?v=JBPRSt7ByVsandt=3s>
2. <https://skyfox.co/wp-content/uploads/2020/09/Business-Research-Methods.pdf>
3. <https://mu.ac.in/wp-content/uploads/2022/08/MMS-Business-Research-Methods.pdf>

Semester: I	R25-MBA-PEC-108	Business Computer Skills
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to

CO	Cognitive abilities	COURSE OUTCOMES
108.1	Remembering	Select appropriate menus and functions of office word and Excel using business data.
108.2	Understanding	Explaining the purpose of Excel functions and their impact on calculations
108.3	Applying	Utilize the basic features of these tools to create business documents, presentations, and spreadsheets
108.4	Analyzing	Examine the interrelationships between different tools and their applications in business scenarios.
108.5	Evaluating	Critically assessing different Excel solutions and making informed decisions based on analysis.
108.6	Creating	Develop an original dashboard for a specific business scenario.

Unit 1-Business Office Word: Create and Manage Documents, Format Text, Paragraphs, and Sections, Create Tables and Lists, Create and Manage References, Insert and Format Graphic Element, Manage document options and settings, Design advanced documents Practical knowledge of Business with word office. (5)

Unit 2- Business Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slide animation, Slide shows. Interface and navigation, creating and saving presentations, slide design and layout, adding text, images and videos, using SmartArt and charts, designing custom animations and transitions, presenter view and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, corporate presentations. (5+2)

Unit 3- Business Office Excel: Manage Workbook Options and Settings, Apply Custom Data Formats and Layouts, Create Tables, Perform Operations with Formulas and Functions, Create Charts and Objects, Apply Custom Data Formats and Layouts, Create Advanced Formulas, Create Advanced Charts and Tables. (5)

Unit 4-Advanced Excel: Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table, Pivot tables - Slicers - Report Filters for basic analytics. Data Tab and Data Validation: Getting external Data, Remove Duplicates, apply data validation and using utilities from Data Tab, Protecting Work: Using Review Tab Utilities, Power Map Data Extraction: Print Excel sheet, Page orientation, Export files, Share file. (5+2)

Unit 5- Basics of Power BI, Understanding Power BI and its components (Desktop, Service, Mobile), Setting up your Power BI environment, Data Acquisition and Transformation - Connecting to different data sources. Develop and prepare comprehensive business reports, presentations, and data analysis projects using AI based business applications. Business Applications (Google Sheets, Google Forms, Google drive, Google docs etc). (5+1)

Note: The course contents must be taught with Hand on Experience pedagogy.

Suggested Text Books:

1. Microsoft Word 2016 Step by Step, Joan Preppernau
2. Microsoft Excel 2016 Step by Step, Curtis Frye
3. Microsoft PowerPoint 2016 Step by Step, Joan Lambert
4. D.P. Apte, "Statistical Tools for Managers- Using MS Excel", 2009, Excel Books

Suggested Reference Books:

1. Microsoft Word 2016 Introduction Quick Reference Guide -Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina)
2. Exploring Microsoft PowerPoint 2016 Comprehensive, Mary Anne Poatsy, Rebecca Lawson, Cynthia Krebs, Robert T. Grauer Excel 2016 Bible, John Walkenbach, John Wiley and Sons

E-resources

1. <https://youtu.be/RABiSIUiCH4>
2. <https://www.w3schools.com/excel/>
3. https://www.tutorialspoint.com/advanced_excel/index.htm

Semester: I	R25-MBA-PEC-109	Management Fundamentals
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
109.1	Remembering	Enumerate various managerial competencies and approaches to management.
109.2	Understanding	Explain the role and need of Planning, Organizing, Decision Making and Controlling.
109.3	Applying	Make use of the principles of goal setting and planning for simple as well as complex tasks and small projects.
109.4	Analysing	Compare and Contrast various organizational structures of variety of business and not-for-profit entities in a real world.
109.5	Evaluating	Build a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and Evaluate the same.
109.6	Creating	Formulate and Discuss a basic controlling model in a real life business, start up and not-for-profit organizational context.

UNIT 1. Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.(5)

UNIT 2. Planning: Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. (5+2)

UNIT 3. Organizing: Organization, Organizing, Organizational Structures, , Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. (5)

UNIT 4. Decision Making: The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions and Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - ,Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision.(5+2)

UNIT 5. Controlling: Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. (5+1)

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich,
3. TMGH Management, Stoner, Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management: A Practical Introduction, Angelo Kinicki, Brian K. Williams, McGraw-Hill Education
2. Principles of Management, Stephen P. Robbins, Mary Coulter, Pearson Education.
3. Fundamentals of Management: Essential Concepts and Applications, Stephen P. Robbins, David A. DeCenzo, Mary Coulter, Pearson Education.
4. Essentials of Management, Harold Koontz, Heinz Wehrich, McGraw-Hill Education

E-Recourses:

- 1.https://www.youtube.com/watch?v=EvE9s6JKemM&list=PLnTNoVqwCn3S_sETjs9QACQeRCDxBGmK8
- 2.https://www.youtube.com/watch?v=K05H4-PZhec&list=PLnTNoVqwCn3S_sETjs9QACQeRCDxBGmK8&index=2

Semester: I	R25-MBA-PEC-110	Rural and Agri-business Management
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
110.1	Remembering	Recall and Describe the key concepts of Rural Economy and Market
110.2	Understanding	Understand the relevance of Rural Infrastructure in development
110.3	Applying	Demonstrate the significance of rural markets in respect of developing economy
110.4	Analysing	Analyze the issues related to rural infrastructure and Markets
110.5	Evaluating	Formulate and discuss the case related to various opportunities and growth of rural produce.
110.6	Creating	Design innovative business models, value chain strategies, and entrepreneurial solutions for sustainable growth in rural and agri-business sectors.

Unit 1. Rural Economy: Introduction to The economic scenario in Rural India, transition of rural economy, rural economic structure: Farm sector and Non-farm sector, Rural enterprises, Rural Occupation pattern and Employment structure, Migration, Size and distribution of rural assets, Incomes and consumptions, Self-employment Wage Labourers, Income Disparity (5)

Unit 2. The Rural Business Infrastructure: Transport and communication, Electrification, Social Infrastructure, Rural health services, Education, Agricultural and Marketing Infrastructure. Government policies and the rural face of Reforms, Changing rural Infrastructure, Employment opportunities, Government schemes like SGRY, SGSY, DRDA (5+2)

Unit 3. Rural Markets: Rural India-A promising Marketplace, Defining Rural Markets, Rural consumers, Products, Rural distribution and communication, The AICDA Model, IT in rural Markets. (4)

Unit 4. Rural Business Environment: Introduction to rural India, Defining rural marketing and corporate rural marketing, Evolution of Rural Marketing, Rural Market Structure: Demographic environment, Physical Environment, Economic environment, Political Environment, Constitution of rural markets, Nature of rural Markets. (6+2)

Unit 5. New Agricultural Business Models: E-commerce in Agriculture: Role of e-commerce platforms in agricultural supply chains, Benefits of e-commerce for farmers and consumers, Key players and case studies (e.g., BigBasket, Ninjacart). Corporate and Contract

Farming: Definition and principles of corporate farming, Benefits and challenges of contract farming, Legal and regulatory aspects of contract farming. (5+1)

Suggested Text Books:

1. The Rural Marketing Book by Pradeep Kashyap and Siddhartha Raut, Bizrantra
2. Rural Retailing in India, Naresh Yadav, Awadesh Singh, Serials Publications
3. Agriculture Marketing in India by S. S. Acharya and N.L. Agarwal, Oxford and IBH Publishing Co. Pvt. Ltd New Delhi, 4th Edition
4. Rural Agriculture and Marketing by S.B. Verma, S.K. Jiloka and Mandal, Deep and Deep Publication Pvt. Ltd.

Suggested Reference Books

1. Rural Marketing – Concepts and Practices by Balram Dogra, Kariminder Ghuman
2. New Perspective in Rural and Agricultural Marketing by Ramkishan Y., Jaico Publishing House
3. Rural Development, Katar Singh, Sage Publications

E-Resources:

1. <https://www.youtube.com/watch?v=gzpmyGkDGcI>
2. <https://www.youtube.com/watch?v=gFOUGXgvSfw>

Semester: I	R25-MBA-PEC-111	Personality Development
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to-

CO	Cognitive abilities	Course outcomes
111.1	Remembering	Identify key components of personality and factors influencing its development.
111.2	Understanding	Explain the role of personality traits, communication, and emotional intelligence in professional success.
111.3	Applying	Apply communication techniques, grooming standards, and business etiquette in workplace scenarios.
111.4	Analyzing	Analyze interpersonal relationships and teamwork dynamics using emotional and social intelligence frameworks.
111.5	Evaluating	Evaluate personal strengths and areas for development through self-assessment tools and feedback.
111.6	Creating	Design a personal development plan incorporating time management, stress management, and goal setting strategies.

Unit 1- Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication Through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire - Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing. (5)

Unit 2- Impression Management: Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Toxic Traits , The Social Context: Norms and Roles , The Target's Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, Instrumental Complementarity, The Private Self, Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies. (5+2)

Unit 3- Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others. Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position. (5)

Unit 4- Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words. Making Introductions and Greeting People: Greeting Components, the Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals. Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting - For the Chairperson, For Attendees, For Presenters. Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette (5+2)

Unit 5- Stress Management: Introduction to Stress, Causes of Stress, Impact Management Stress, Managing Stress. Conflict Management: Introduction to Conflict, Causes of Conflict, Management Managing Conflict. Time Management: Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management. (5+1)

Note: The entire course must be taught using a hands-on approach.

Suggested Text Books:

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
3. Personality Development and Soft Skill, Mitra, Barun, Oxford University Press

Suggested Reference Books:

1. Business Etiquette by David Robinson, Kogan Page
2. Develop your Assertiveness by Sue Bishop, Kogan Page

e-resources:

1. www.stevpavlina.com
2. www.cheggindia.com/career-guidance
3. www.bealpha.in/what-is-personality-development-understanding-its-importance-and-types-updated-2025

Semester - II

Semester: II	R25-MBA-PCC-201	201- Marketing Management
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	Cognitive abilities	Course outcomes
201.1	Remembering	Describe the key terms associated with the 4 Ps, extended 3 P's and 7 P's of marketing and Marketing Planning and Control for a real world marketing offering
201.2	Understanding	Demonstrate the relevance of marketing mix concepts and Planning and Control frameworks for a real-world marketing offering
201.3	Applying	Apply marketing Mix and Planning and Control decisions for a real world marketing offering
201.4	Analysing	Examine marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering
201.5	Evaluating	Explain the interrelationships between various elements of Marketing mix and Planning and Control in the context of real-world marketing offering
201.6	Creating	Design a Marketing Mix and Marketing Plan for a real-world marketing offering

Unit 1- Product: Meaning, The Role of Product as a market offering, Goods and Services Continuum. Classification of Consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. Product Levels: The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length. New Product Development - Need, New Product Development Process – Idea Generation to commercialization. Sustainable practices in Product Design. Packaging and Labeling - Meaning and role, Types of Packaging, Sustainable practices in packaging. (8)

Unit 2- Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price- Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting pricing method, selecting final price. Pricing methods – Penetration pricing, Skimming pricing, Geographical pricing, Price discounts and allowances, Promotional pricing, Differentiated pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Price Change- Initiating and responding to price Changes, Use of Generative AI in pricing decisions (8+2)

Unit 3- Place: Meaning, The Role of Marketing Channels, Channel functions and flows, Channel Levels, Intensity of distribution, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives and constraints, Identifying and

evaluating major channel alternatives. Channel behavior and conflict management, Channel Options - Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Channels in international Market. Phygital Channels, Show rooming and Web rooming. Transportation, Market Logistics Decisions - Order Processing, Warehousing, Inventory. Role of IOT in Market Logistics decisions (8)

Unit 4- Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements- Introduction to Advertising, 5Ms of Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. AIDA model, 5A model (Aware, Appeal, Ask, Act, and Advocate), Integrated Marketing Communications (IMC). Developing Effective Communication - Identifying target audience, Determining communication objectives, Designing a message, Choosing media, Selecting message source, Collecting feedback. Digital promotion strategies- email marketing, content marketing, social media marketing, SEO, influencer marketing. Role of Generative AI in Promotion decisions (8+2)

Unit 5- Extended 3 P's and Product Level Planning: Emergence of services, Extended 3 P's- Process, People and Physical Evidence. Nature and contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, and Control. Marketing Evaluation and Control - Concept, Process and types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit. Traditional to Digital marketing - Connected Marketing Mix -four C's (8+1)

Suggested Text Books:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshyand Jha, 14th edition, Pearson Education, 2018
2. Marketing Management, Rajan Saxena, TMGH, 6th Edition, 2019
3. Marketing Management, Ramaswamy V. S. and Namakumar S., 4th edition, Macmillan Publishers
4. Marketing Management- Text and Cases, Tapan K Panda, Excel Books

Suggested Reference Books:

1. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
2. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley .2021
3. Marketing 6.0: The Future Is Immersive : Philip Kotler, Hermawan Kartajaya,2023

Suggested E-resources:

1. <https://www.ibm.com/think/topics/ai-in-marketing>
2. <https://professional.dce.harvard.edu/blog/ai-will-shape-the-future-of-marketing/>
3. www.ama.org

Semester: II	R25-MBA-PCC-202	202- Financial Management
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
202.1	Remembering	Define and explain fundamental concepts of Financial Management, including Financial Statement Analysis, Working Capital, Capital Structure, Leverages, and Capital Budgeting.
202.2	Understanding	Demonstrate a clear understanding of theoretical financial concepts across the syllabus.
202.3	Applying	Solve numerical problems related to financial calculations using appropriate methods and techniques.
202.4	Analysing	Assess financial scenarios to interpret a firm's financial position, estimate working capital needs, determine an optimal capital structure, and analyze project proposals.
202.5	Evaluating	Critically evaluate the impact of financial decisions on a firm's financial statements, working capital, capital structure, and investment choices.
202.6	Creating	Develop financial statements, perform ratio-based comparative analysis (year-wise and industry-wise), and formulate capital budgeting proposals.

Unit: 01 Introduction to Business Finance – Overview of financial management, its meaning, and objectives, including profit and wealth maximization. Exploring the modern approach to financial management covering investment, financing, and dividend policy decisions. Understanding finance in relation to other disciplines and the key functions of a finance manager. (5)

Unit: 02 Financial Statement Analysis Techniques – Purpose and importance of financial statement analysis. Key techniques include Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, and preparation of Funds Flow and Cash Flow Statements. (11+2)

Unit: 03 Working Capital Management – Definition, components, and types of working capital. Understanding the operating cycle, factors influencing working capital needs, and methods for estimating working capital requirements (Total Cost Method and Cash Cost Method). (8)

Unit: 04 Capital Structure and Cost of Capital – Concept and determinants of capital structure, sources of finance, and measurement of the cost of capital (specific cost and

weighted average cost of capital - WACC). Understanding trading on equity, leverage, and its types. (8+2)

Unit: 05 Capital Budgeting and Investment Decisions – Importance of capital budgeting and the time value of money. Evaluation of investment projects using traditional (ARR, Payback Period) and modern techniques (Discounted Payback Period, NPV, PI, and IRR). (8+1)

Suggested Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand and Sons)
3. Financial Management: A Complete Guide, Dr. Vinodkumar Pathade and Dr. Anil Bendre (Bestow Edutrex International)
4. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
5. Financial Management, Dr. Mahesh Abale and Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

Suggested E-resources:

- 1.https://www.youtube.com/watch?v=H6LR6W6rFpk&list=PLsMh_fYI6vawSZYHhJvjiBvVgi0NwUE8I&index=8
- 2.https://www.youtube.com/watch?app=desktop&v=WNm_ez1h7Tc
- 3.<https://www.youtube.com/playlist?list=PLaAhQ2ofZZRB3NEmEMkqoBm0QIpQkgJyK>
- 4.<https://www.youtube.com/playlist?list=PLOCTryeWs-tpx7kY8zA6dUPGu5MnS-Fwj>
- 5.<https://www.icaai.org/post/sm-inter-p6a-may2025>
- 6.<https://castudynotes.com/wp-content/uploads/2022/05/CA-Inter-FM-Study-Materials-May22-and-Nov22.pdf>

Semester: II	R25-MBA-PCC-203	Human Capital Planning and Development
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
203.1	Remembering	Define the role of Human Resource/Capital Functions in an Organization
203.2	Understanding	Discuss the emerging-future trends and practices in HCM, HRD and various issues
203.3	Applying	Utilize the different methods of HRM in an organization
203.4	Analysing	Analyze changing role of human capital management in different situation.
203.5	Evaluating	Evaluating emerging trends, technology and future trends for strategic HCM Excellence.
203.6	Creating	Design the HR manual, Training Program and compensation policy for the employee in an organization

Unit 1- Introduction to Human Capital Development and Management: Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Nature of SHRM, SHRM “Matching model. Innovative approaches to human resource management through real-life examples and discussions. (8)

Unit 2- Human Resource Planning and HR Procurement: Human Resource Planning (HRP) - Need ,Definition, objectives, importance, benefits, Process, Job Analysis Process – Contents of Job Description and Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement Recruitment : Recruitment Introduction, Sources of Recruitment Selection: selection process, Limitations, concept- Induction and Orientation, Career Planning and Succession Planning. (8+2)

Unit 3- Employee Performance and Training: Performance- Definition, PA methods, Problems in Performance Appraisal; Potential Appraisal: Steps of Potential Appraisal, Competency Mapping (CM) with live examples Training and Development (T and D) : Nature of training, Training process, Training needs assessment (TNA) ,Types of Training, Ways of Training evaluation, Training design, E-Learning, management development programs.(8)

Unit 4- Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary. Compensation Strategies. Incentives and Benefits – Financial and Non financial Incentive, Fringe Benefits. (8+2)

Unit 5- Human Capital Analytics, Technology and Future Trends: Definition and importance of Human Capital Analytics Technologies used in Human Capital Analytics: HRIS, Payroll, AI. Current Scenario in HRM: Flexible Work Models, Social Media and HR, Balance Scorecard, HR Accounting, Exit Interview. (8+1)

Suggested Text Books:

1. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi.
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Monppa, Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza and Zaiyaddin
5. Human Resource Management, Dr. P. C. Pardeshi, Niramli Publication

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Human Capital Analytics: How to Harness The Potential of Your Organization's Greatest Asset Paperback – January 2015 by Gene Pease, Boyce Byerly, Jac Fitz Enz
4. Human Capital Analytics: Measuring and Improving Talent Development Hardcover – Import, March 2011 by Kent Barnett, Jeffrey Berk

Semester: II	R25-MBA-PCC-204	Operations and Supply Chain Management
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
204.1	Remembering	Define basic terms and concepts related to Production and Supply Chain Management.
204.2	Understanding	Explain the process characteristics and their linkages with process-product matrix in a real-world context.
204.3	Applying	Describe the various dimensions of production planning and control and their inter-linkages with forecasting.
204.4	Analysing	Study Inventory systems and make use of various inventory classification methods.
204.5	Evaluating	Outline a typical Production system for a product and illustrate the linkages with quality and supply chain Issues in a real-world context.
204.6	Creating	Elaborate upon the use of different quality tools in manufacturing like quality circles in decision-making Process.

Unit 1: Introduction to Operations and Supply Chain Management: Definition of production and production Management, Production System, The Critical decisions, Functions of Production/Operations Management, SCM and Its functions, History of Operations Management, Importance and flow of SCM, Physical Goods and Services Perspectives.(8)

Unit 2: Operations Processes: Types of Manufacturing System, Volume Variety and Flow. Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Plant location and Layout. Product Design and Development: Concept, Factors affecting product design, Product life cycle, Steps in new product design and Development (8+2)

Unit 3: Production Planning and Control (PPC): Concept, Objectives and Functions of PPC Demand Forecasting as a Planning Tool, Need of Forecasting, Forecasting Methods, Concept of capacity planning Production Planning: Concept and Objectives of production planning, Aggregate production Planning, Alternatives for Managing Demand and Supply, Concept of Master Production Schedule, Capacity requirement Planning MRP, BOM, MRP II., Production Control: Objectives, concepts of dispatching, Loading, follow up and evaluation (8)

Unit 4: Inventory Control: Continuous and intermittent demand system, concept of inventory, Need/Importance of inventory control, Components of Inventory, types of

inventory, Cost associated with Inventory. Techniques of Inventory control: Basic EOQ Model, ABC Analysis, VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ) (8+2)

Unit 5: Quality Control:. Concept of Quality, Customers view and Manufacturer's view, dimensions of Quality, Objectives of Quality control, Difference between QC and Inspection, Overview of TQM and LEAN Management, Basic Concept - Quality Assurance, Quality circle, Kaizen, 5s, JIT and Six Sigma (8+1)

Suggested Text Books:

1. Industrial Engineering and Production and Operations Management, Sanjay Patil, Nandkumar Hukeri, Electrotech Publication
2. Industrial Engineering and Production Management, Martand Telsang, S. Chand
3. Operations Management Theory and Practice, B. Mahadevan, Pearson.
4. Production and Operations Management, R B Khanna, PHI, New Delhi.
5. Production and Operations Management, S N Chary, McGraw Hill.
6. Supply Chain Management - Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.

E-Resources:

1. <https://www.youtube.com/watch?v=52VcoVTsVUY>
2. https://www.youtube.com/watch?v=_VJkKZFuRvE
3. <https://www.youtube.com/watch?v=6fssYwsXVfI>

Semester: II	R25-MBA-PCC-205	Decision Science
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
205.1	Remembering	Describe the concepts and models associated with Decision Science.
205.2	Understanding	Understand the different decision-making tools required to achieve optimization in business processes.
205.3	Applying	Analyze real life situation with constraints and examine the problems using different decision-making tools
205.4	Analyzing	Evaluate the various facets of a business problem and develop problem solving ability
205.5	Evaluating	Discuss and propose the various applications of decision tools in the present business scenario
205.6	Creating	Discuss & propose the various applications of decision tools in the present business scenario

Unit 1-Introduction: Importance of Decision Sciences and role of quantitative techniques in decision making. Assignment Models: Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. Queuing Theory: Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, determining Queuing models-single server, multiple server. (9)

Unit 2-Transportation Models: Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost and VAM, Optimal solution using MODI. (7+2)

Unit 3-Markov Chains and Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Simulation-Process of simulation, Applications of simulation to different management Problems, Monte Carlo Simulation, scope and limitations. Probability: Basic Concept, probability theorem based on decision making. (9)

Unit 4-CPM: Concept, Drawing network, identifying critical path, Network calculations-calculating EST, LST, EFT, LFT, Slack, floats. PERT: probability of project completion time, Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network. (7+2)

Unit 5- Decision Theory: Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwitz's and Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, 2×2 zero sum game, Pure

and Mixed Strategy, solution of games with dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines and n jobs-m machines. (8+1)

Suggested Text Books:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)
4. Operations Research Theory and Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication

Suggested Reference Books:

1. Operation research, by Pradeep Jha, McGraw-Hill education.
2. Quantitative techniques and statistics By K L Sehgal Himalaya Publications
3. Introduction to Operations Research by Billey E. Gilett, TMGH
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI
5. Operations Research by R. Pannerselvam, Prentice Hall India

Suggested e-resources:

1. <https://www.msuniv.ac.in/images/distanceeducation/learningmaterials/ugpg2023/JEBA41I VSemOperationsResearch.pdf>
2. <https://www.phindia.com/Books/BookDetail/9789354437892/operations-research-panneerselvam?srsId=AfmBOorc8n5VD4bDCmqhf41a11EUhv jucgwWDwsOxp7B839PQh zcm-e>

Semester: II	R25-MBA-PCC-206	New Venture Management
Credits: 2	Total Marks:50 (00 FA + 50 SA)	Programme Core Course - Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
206.1	Remembering	Describe key strategic decisions involved in launching a startup.
206.2	Understanding	Explain the entrepreneurial decision-making matrix for initiating a startup venture.
206.3	Applying	Identify challenges and strategies in building and managing an effective startup team.
206.4	Analyzing	Formulate an effective go-to-market strategy tailored for a new startup.
206.5	Evaluating	Design a viable funding strategy aligned with the financial needs of a proposed startup.
206.6	Creating	Develop a comprehensive business plan that articulates the value proposition to customers, investors, and stakeholders.

Unit 01: Being an Entrepreneur: The entrepreneur- Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. (5)

Unit 02: Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes, Social media promotion tools. (5+2)

Unit 03: The Financial Road Map: Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital Friends and Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. (5)

Unit 04: Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. (5+2)

Unit 05: Indian Start Up's case studies: Any five case studies on Indian Start Up's that align with recent trends in India's startup and business ecosystem. (5+1)

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
3. Lead like an Entrepreneur by Neal Thornberry
4. The Dynamics of Entrepreneurial Development and Management by Desai, Vasant , Himalaya Publishing House, Delhi.

Suggested Reference Books:

1. Entrepreneurship and Small Business Management by Siropolis
2. Lead like an Entrepreneur by Neal Thornberry
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.

E-Resources:

1. <https://www.youtube.com/watch?v=xqSmbDTS-sY>
2. <https://www.youtube.com/watch?v=pouaXB21PN4>
3. <https://www.youtube.com/watch?v=KdAzDlbr8jc>
4. <https://www.youtube.com/watch?v=YG1sW00jwLY>
5. www.startupindia.gov.in

Semester: II	R25-MBA-RSM-207	Desk Research
Credits: 3	Total Marks: 100 (50 FA + 50 SA)	Project Course- Compulsory

Course outcomes: On successful completion of the course the learner will be able to-

CO	Cognitive abilities	Course outcomes
207.1	Remembering	Describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry.
207.2	Understanding	Summarize the regional, national and global footprint of a real-world business organization and the relevant industry.
207.3	Applying	Demonstrate an understanding of the regulatory forces acting on a real-world business organization and the relevant industry.
207.4	Analysing	Compare and Contrast, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry.
207.5	Evaluating	Compose a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
207.6	Creating	Imagine the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future.

Desk Research (also called secondary research) refers to the process of gathering and analyzing existing data and information that has already been collected by others. This is done without conducting new, original data collection (like surveys or interviews). Secondary data sources may include books, magazines, journals, reports, articles, databases, websites, government publications, industry analyses, etc.

Preamble:

1. To integrate theory and practice by providing the opportunity to know about company.
2. To deepen students understanding of the company frameworks.
3. To foster the development of critical thinking, a professional mindset, and a result-oriented approach.

Guidelines for the Project:

1. Student shall submit TWO copies of a structured spiral bound report.
2. Desk Research projects must be done individually.
3. Desk Research project shall be based on online or secondary Information.
4. The projects can be quantitative/qualitative in nature or even use mixed approaches.
5. Students shall select one company of their choice from the specific Industrial sector provided under the guidance of a faculty. Company selected must be distinct from each other. Company shall be listed on BSE or NSE.

Report Writing Guidelines:

The Generalized Desk Research Report should consist of:

- 1. Introduction**-Need of study, objectives, scope, limitations, data sources, type of research.
- 2. Industry profile**- Characteristics of industry, Industry Size and Growth, competition structure, Exchange index, Top companies, Demand Drivers / Growth Drivers, Technology Trends, Govt. Policy & Regulatory Environment, Future Outlook, any other
- 3. Company profile**- History and Introduction of the company, Business Model, Market Presence & Target Customers, Key people, Organizational structure, Shareholders pattern, Recent Developments, CSR and Sustainability Activities, Awards & recognition, any other.
- 4. Product/ Services portfolio**- Product Lines / Service Lines, Individual Products, Features and Value Proposition, Customer Segment, Price Positioning.
- 5. Company performance and financials**- Operational performance, Sales trends, Shareholding Pattern, investment pattern, Profit/loss updates, financial performance- Quarterly & yearly results, stock performance, etc.
- 6. Findings**- a) Issues/Challenges/Risks identified affecting company (such as regulatory changes, losses, controversies, etc.)
b) Strategic analysis of company (for eg. SWOT, PESTLE, McKinsey 7S Framework, Porter's Five Forces, BCG Matrix, etc.)
- 7. Conclusion**
- 8. References**

Evaluation Criteria: Total Marks	- 100 Marks
FA/CCE	- 50 Marks,
SA/ESE	- 50 Marks

FA/CCE: Faculty should take students presentation & collect the spiral copy of the report.

Internal Presentation	- 20 Marks
Internal Viva-Voce	- 30 Marks

SA/ESE: There shall be a panel of 2 Examiners, one external and one internal (Each for a batch of 30-40 students). College should nominate External Examiners.

External Presentation	- 20 Marks
External Viva-Voce	- 30 Marks

Note:

1. No text books are prescribed. Online data from company or industry specific information can be utilized.
2. The course has to be completed using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as NSE, BSE, skinner, tickertape, CRISIL ,CMIE, ACE Equity, Money Control, ET, BS database, etc.

Semester: II	R25-MBA-PEC-208	Business Laws
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
208.1	Remembering	Define the key terms involved in various Business-related Acts and Business Environments.
208.2	Understanding	Summarize the key legal provisions of each Act.
208.3	Applying	Illustrate the use of the Acts in common business situations.
208.4	Analysing	Classify different redressal agencies depending upon various factors in Local and International markets.
208.5	Evaluating	Develop critical thinking by making judgments related to use of various provisions of the Acts in business situations.
208.6	Creating	Design legal solutions by using various provisions such as Mediation, Conciliation and Arbitration.

Unit 1- Legal Aspects of Business and Indian Contract Act: Components of legal system Society, State and Law, Enforceability of Law, Mercantile Law, The Indian Contract Act 1872: Classification of law Establishing the contract, Essential element of contract: Offer and Acceptance, Consideration, Free consent, Competency of Parties, Void agreements, Contingent Contracts, The Indian Contract (Amendment) Bill, 2017, Amendments till date (5)

Unit 2- Sale of Goods Act 1930: Contract of sale of goods: meaning, essentials of contract of sale, formalities of contract of sale. Conditions and warranties Transfer of property or ownership, Performance of contract of sale, Rights of unpaid seller: rules as to delivery of goods. Case studies based on above mentioned laws, Amendments till date (5+2)

Unit 3- Partnership Act and Companies Act: The Partnership Act 1932: Nature Different Types of Partner, Difference between partnership and Company. Companies Act 1956: Company: definition, meaning, features and types of companies. Incorporation of a company: memorandum of association, articles of association and prospectus Share Capital: types of share capital increase/decrease of share capital, buy-back of shares. Partnership Deed, Legal documents for incorporation of a company, Amendments till date (5)

Unit 4- Consumer Protection Act 1986: Definitions of consumer, consumer dispute complaint and other details Latest features of Consumer Protection Act, 2019, Case studies based on above mentioned laws. Drafting of consumer complaint, Amendments till date (5+2)

Unit 5- Intellectual Property Law and International Trade Law: Introduction to Intellectual Property, Types of IP: Patents, Trademarks, Copyrights, Trade Secrets.

Introduction to International Trade Law, WTO, Trade Agreements: GATT, GATS, TRIPS, Export- Import Regulations, Amendments till date (5+1)

Suggested Text Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N. D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Elements of Mercantile Law. By N. D. Kapoor, Sultan Chand and Sons, 2014
5. Business Law for manager, Goel P.K, Biztantra, 2014

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak
5. Business Law Including Company Law by Gulshan, S S and G K Kapoor, NewAge International.

e-resources:

1. <https://www.incometaxindia.gov.in/pages/acts/indian-contract-act.aspx>
2. https://www.indiacode.nic.in/handle/123456789/2390?sam_handle=123456789/1362
3. https://www.indiacode.nic.in/handle/123456789/2189?sam_handle=123456789/1362
4. <https://www.incometaxindia.gov.in/pages/acts/negotiableinstruments-act.aspx>
5. <https://www.mca.gov.in/content/mca/global/en/actsrules/companies-act/companies-act-2013.html>
6. <https://consumeraffairs.nic.in/acts-and-rules/consumer-protection>
7. <http://ncdrc.nic.in/>
8. <https://www.rbi.org.in/scripts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy>
9. <https://wto.org/trips>

Semester: II	R25-MBA-PEC-209	Business Communication
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to

CO	Cognitive abilities	COURSE OUTCOMES
209.1	Remembering	Recognize the various elements of communication, channels of communication and barriers to effective communication.
209.2	Understanding	Express themselves effectively in routine and special real world business interactions.
209.3	Applying	Demonstrate appropriate use of body language
209.4	Analysing	Take part in professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
209.5	Evaluating	Appraise the pros and cons of sample recorded verbal communications in a business context.
209.6	Creating	Create and deliver effective business presentations, using appropriate technology tools, for common business situations.

Unit 01- Basics of Communication: Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. (5)

Unit 2- Speaking: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. (3+2)

Unit 3- Soft skills: How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. (7)

Unit 4- Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. (5+2)

Unit 5- Interviews: Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. (5+1)

Note: The entire course should be delivered with a skills development focus.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Suggested E-resources:

- 1.<https://www.youtube.com/watch?v=VilTDbNwvys>
- 2.https://www.youtube.com/watch?v=OQy74H-QVQI&list=PLpQQipWcxwt-_W3wEm_j7v5DomdXCnzAb
- 3.<https://gitam.ac.in/wp-content/uploads/2024/03/Business-Communication-Note.pdf>
- 4.<https://www.rapodar.ac.in/pdf/elearn/Business%20Communication%20Semester%20I%20notes.pdf>

Semester: II	R25-MBA-PEC-210	Business Environment
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
210.1	Remembering	Describe the economic roles of government in the Indian context
210.2	Understanding	Explain the macroeconomic crises around the world
210.3	Applying	Illustrate the interlinkages between economic growth , poverty and inequality
210.4	Analyzing	Examine the rationale, success and failures of Public Private Partnerships in the Indian context
210.5	Evaluating	Assess the forces for and against Globalization and the socio-economic impact of Globalization.
210.6	Creating	Develop strategic responses and managerial approaches that enable businesses to adapt to and thrive in dynamic environments.

Unit 1- Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences. (5)

Unit 2- Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth. (4+2)

Unit 3- Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India. (6)

Unit 4- Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments. (5+2)

Unit 5- Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations. (5+1)

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business and Its Environment by David P., International Edition

Suggested Reference Books:

1. Business, Government, and Society by Douglas E. Greer, Prentice Hall

Suggested e-resources:

1. <https://api.spicmacay.org/index.jsp/fulldisplay/V64691/BusinessGovernmentAndSocietyJohnSteiner.pdf>

Semester: II	R25-MBA-PEC-211	Holistic Career Management
Credits: 2	Total Marks: 50 (50 FA + 00 SA)	Programme Elective Course

Course outcomes: On successful completion of the course the learner will be able to-

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
211.1	Remembering	Define and know the need for self-management.
211.2	Understanding	Outline the inter-linkage of yoga and positive psychology.
211.3	Applying	Apply the various ways of attaining well-being for self and career management.
211.4	Analyzing	Analyze the interventions of Managing Self and Career.
211.5	Evaluating	Prioritize the intervention for managing career and life.
211.6	Creating	Adapt the holistic career management approach through self-management, yoga, positive psychology.

Unit 1- Managing Self: SWOT Analysis for personal development, understanding personality types, Setting boundaries and prioritizing self-care, time management, managing emotions and self-compassion, Case-studies: Effective self-management in Leaders. (4)

Unit 2- Introduction to Holistic Career Management: Defining Holistic Career Management, Importance of work-life balance, Understanding personal values and goals, Applying holistic principles to leadership and management, Positive work culture, Importance of work life balance, sustaining a holistic approach to career management and life balance. (5+2)

Unit 3- Yoga and Mindfulness for self-management: Introduction to Yoga and mindfulness practices, Pranayama as the Intervention for Managing Self and Career, Yoga from the Lens of Positive Psychology, Applying Yoga and Mindfulness to manage stress and emotions. Creating self-care plan for Wellbeing, Managing conflicts and difficult conversations. (5)

Unit 4- Positive Mindset and Psychology: Introduction to Positive Psychology, Understanding wellbeing and happiness, applying positive psychology principles to personal and professional life. Understanding Growth mindset and fixed mindset, developing resilience and grit, Applying mindful communication to personal and professional relationship. (6+2)

Unit 5- Sustaining a Holistic Approach: Overcoming obstacles and challenges, Creating a sustainability Plan, Mindfulness Exercise: Mindful Reflection (Body scan Meditation, Loving Kindness Meditation, Mindful breathing, Visualization and success, Gratitude Practice, Career Visualization, Mindful Reflection) (5+1)

Suggested Text Books:

1. Lopez, S. J., Pedrotti, J. T., and Snyder, C. R. (2021). Positive psychology: The scientific and practical explorations of human strengths. Sage publications.
2. Rao, K. R., and Paranjpe, A. C. (2016). Psychology in the Indian tradition. Springer India.
3. Parker, S. (2015). Clearing the Path: The Yoga Way to Clear and Pleasant Mind. Lotus Press.
4. Cornelissen, M. (2011). Foundations of Indian Psychology, vol. 2, Practical Applications. Pearson Education India

Suggested Reference Books:

1. Dagar, C., and Pandey, A. (2020). Well-Being at Workplace: A Perspective from Traditions of Yoga and Ayurveda. The Palgrave Handbook of Workplace Well-Being, 1-28.
2. Dagar, C., Pandey, A. and Navare (2022). A. How Yoga-Based Practices Build Altruistic Behavior? Examining the Role of Subjective Vitality, Self-transcendence, and Psychological Capital. J Bus Ethics 175, 191–206
3. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. American psychologist, 56(3), 218.
4. Fredrickson, B. L., and Losada, M. F. (2005). Positive affect and the complex dynamics of human flourishing. American psychologist, 60(7), 678.
5. Keyes, C. L. (2002). The mental health continuum: From languishing to flourishing in life. Journal of health and social behavior, 207-222.