



## सम्राट् विक्रमादित्य विश्वविद्यालय, उज्जैन

क्रमांक/अकादमिक/सम्मिलन/2025/2004

दिनांक :- 11/09/2025

### -:: अधिसूचना ::-

व्यवसाय प्रबंध अध्ययन मण्डल की बैठक दिनांक 22.08.2025 में लिये गये निर्णयानुसार M.B.A. पाठ्यक्रम AICTE द्वारा अनुमोदित PUJNIBM संस्थान एवं विश्वविद्यालय से संबंधित AICTE द्वारा अनुमोदित महाविद्यालयों में नवीन प्रवेशित विद्यार्थियों पर सत्र 2025-26 से लागू होगा।

संलग्न : MBA Syllabus

आदेशानुसार

कुलसचिव

क्रमांक/अकादमिक/सम्मिलन/2025/2005

दिनांक :- 11/09/2025

प्रतिलिपि :-

01. विभागाध्यक्ष व्यवसाय प्रबंध अ.शा. विक्रम विश्वविद्यालय, उज्जैन।
02. प्राचार्य, समस्त शासकीय/अनुदान प्राप्त अशासकीय/अशासकीय महाविद्यालय, वि.वि.परिक्षेत्र, उज्जैन।
03. अतिरिक्त संचालक, उच्च शिक्षा, उज्जैन संभाग, शा.माधव विज्ञान महाविद्यालय, उज्जैन।
04. कुलानुशासक, विक्रम विश्वविद्यालय, उज्जैन।
05. प्रभारी ऑनलाईन सेंटर, विक्रम विश्वविद्यालय, उज्जैन।
06. प्रभारी कम्प्यूटर सेंटर विक्रम विश्वविद्यालय, उज्जैन कृपया अधिसूचना को विश्वविद्यालय की वेबसाइट पर प्रसारित करें।
07. उप/सहायक कुलसचिव, परीक्षा/गोपनीय विभाग, विक्रम विश्वविद्यालय, उज्जैन।
08. संचालकाध्यक्ष, विद्यार्थी कल्याण विभाग, विक्रम विश्वविद्यालय, उज्जैन।
09. कुलगुरुजी/कुलसचिवजी के निजी सहायक, विक्रम विश्वविद्यालय, उज्जैन।  
को और सूचनार्थ एवं आवश्यक कार्यवाही हेतु प्रेषित।

सहायक कुलसचिव (अकादमिक)



## **SAMRAT VIKRAMADITYA VISHWAVIDYALAYA, UJJAIN**

**Affiliations UGC, AICTE, NAAC, PCI, BCI Est. Year 1957**

**[www.vikramuniv.ac.in](http://www.vikramuniv.ac.in)**



### **FACULTY OF MANAGEMENT STUDIES**

#### **CURRICULUM FOR M.B.A. (FULL TIME) TWO YEAR PROGRAMME**

#### **EXCLUSIVELY FOR Pt.JNIBM & AICTE APPROVED INSTITUTES**

#### **(Affiliated To Samrat Vikramaditya Vishwavidyalaya, Ujjain)**

#### ***Learning Outcomes Based Curriculum Framework (LOCF)***

**As Per NEP-2020 & Developed India Mission 2047**

**As Per AICTE Model Curriculum, Industry Aligned Curriculum with Flexicore**

**Multidisciplinary Specialisations**

**As Per Industry 5.0 Requirements**

**Industry-led Management Education: A New Paradigm for Atmanirbhar Bharat**

**(Effective from Batch 2025-27)**



**FACULTY OF MANAGEMENT STUDIES**  
**VIKRAM UNIVERSITY, UJJAIN**  
**CURRICULUM FOR M.B.A. (FULL TIME) TWO YEAR PROGRAMME**  
**ONLY FOR AICTE APPROVED INSTITUTES / COLLEGES**

*Learning Outcomes Based Curriculum Framework (LOCF)*

(As Per AICTE Model Curriculum, NEP-2020 & Developed India Mission – Viksit Bharat 2047 & Industry Aligned Curriculum with Flexicore Specialisation as Per Industry 5.0 Requirements)  
(Effective from Batch 2025-27)

**ELECTIVES SPECIALISATION: INDUSTRY ALIGNED SPECIALISATIONS**

- Artificial Intelligence, Business Analytics and Data Science: Digital Business Leadership
- Tourism, Event and Heritage Management: Holistic Indian Knowledge System
- Agri-Rural Business, Cooperative and Dairy Management : Rural Leadership
- Corporate Social Responsibility, Green Energy, Sustainability; Wellness & Spirituality
- Pharma, Healthcare, Hospital & Sports Management
- Considering Industry 5.0, Campus to corporate, Career guidance as per subject, The latest trend in the Corporate world, Digital transformation, Personality development, Speak-up- mock interviews, Resume writing, Women's health and safety, POSH Training, Health& safety awareness, Self Defence Training, Skill set grooming

Considering the larger Employability Interests of the students and other stake holders, the BoS unanimously recommends that Director / HOD of the Institute / UTD / College is entrusted to issue a separate Exclusive Elective Specialisation Certificate, stating Specifically Opted Specialisation by the concerned applicant candidate, on the basis of production of all 04 Semesters printed Mark Sheets duly Sealed and Signed by competent Authority, only after Fourth and Final semester result declaration. Such certificate will not be issued in case of ATKT / FAIL / Withheld or any other such circumstances in which candidate has not successfully completed the course/ programme. (Refer Annexure – 1) Such Certificates may also be countersigned by the Registrar / Exam Controller of the University / Dean of Faculty or Chairman BoS.

Each AICTE Approved Institution shall organise an Orientation Programme (offline / Online) on the First day of the First semester with Special Focus on Indian Knowledge System. Preferably in the presence of a Renowned Educationist / Industrialist / Spiritual Guru / An Alumni etc. followed by plantation ceremony and a pledge (Oath taking ceremony) towards UN-SDGs in the respective Institute / college campus.

**Important Note:**

1. Tests / Assignments / Portfolio Assessment - Presentation Skills / Internal Examination may be conducted by the Subject Faculty as assigned in the time table or Faculty Nominated by the HoD / Director / Principal of the Institute / College.
2. Evaluation is based on Continuous assessment in which both Internal Examinations and University External Examination contribute to the final assessment.
3. Absence from Internal Examinations will result in a loss of marks.
4. Internal Exam will be conducted by the subject faculty or faculty nominated by the HoD / Director / Principal of the Institute.
5. All carry Equal Weightage Electives : Specialisation Groups / Elective Subjects

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## EXAMINATION SCHEME

1. Each paper shall consist of 85 marks in External Exam and 15 Marks for Internal Continues Evaluation.
2. Internal Continues Evaluation of 15 marks in each subject shall be as below (Institute can opt any one Scheme (Scheme A or B) for Internal Assessment):

**SCHEME-A:** Internal Assessment shall consist of two Internal Tests of 15 marks each, out of which the higher of the two shall be considered the Internal Marks obtained by the Student.

**SCHEME-B:** Tests / Assignments / Portfolio Assessment - Presentation Skills / Internal Examination etc, of 15 marks.

3. A Maximum of 2 papers in One Semester, he/she will be allowed to carry the same in next semester (ATKT), and the candidate will be required to have to pass such papers before the end of Fourth Semester Examinations. However, the candidate fails in more than 4 papers in two semesters (2 papers in one semester) shall not be allowed to avail the advantage of ATKT.
4. If the candidate fails in more than 2 papers in One Semester, he/she will be declared Fail and he/she will not be given the advantage of ATKT.
5. There shall be no ATKT in Fourth Semester.
6. The minimum passing marks in individual paper is 36% (including End Term Semester Exam and Internal Continues Evaluation) and 48% marks in aggregate to qualify the semester.
7. All the provisions as stated in MBA Ordinance No.27 of Vikram University are applicable for the above program. In case of any dispute / any matter (s) not covered in the ordinance the decision of the BOS / of the Vice Chancellor shall be final.

Flexi / Tentative Academic Calendar Subject to the AICTE / DTE Academic Counseling Schedule for  
AICTE Approved MBA Programme for the Academic Year

Sr. No.	Particulars	Expected time Schedule
1.	Commencement of MBA I Semester Classes	August 3 <sup>rd</sup> Week
2.	Commencement of MBA III Semester Classes	1 <sup>st</sup> Week of July
3.	Examination I & III Semester	1 <sup>st</sup> /2 <sup>nd</sup> Week of December
4.	Commencement of MBA II & IV Semester Classes	1 <sup>st</sup> Week of January
5.	Examination II & IV Semester	3 <sup>rd</sup> Week of April - May
6.	Summer Training Project for III Semester Students	Post II Semester Exam (08 Weeks during May - June - July)

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# COURSE STRUCTURE


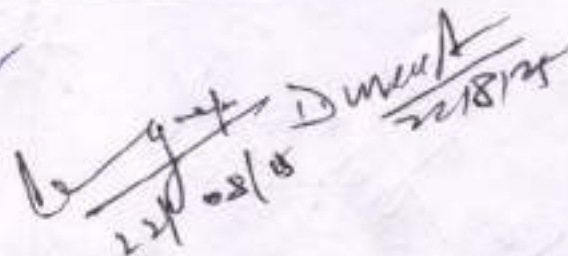
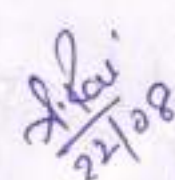

## MBA I SEMESTER

S. No.	Course Code	Title	End Term Sem.	Internal Continuous	Max Marks	Credit	Distribution of Credit	
		<b>CORE COURSES</b>				C	L	T/P
1.	FT-2025101	Management Concept and Process & Indian Business Ethics	85	15	100	4	3	1
2.	FT-2025102	Managerial & Green Economics, UN-SDGs	85	15	100	4	3	1
3.	FT-2025103	Financial and Forensic Accounting for Managers	85	15	100	4	3	1
4.	FT-2025104	Organisational & Human Behaviour	85	15	100	4	3	1
5.	FT-2025105	Business, Legal Environment & CSR	85	15	100	4	3	1
<b>Multidisciplinary Course for Ability Enhancement &amp; Skill Development</b>								
6.	FT-MCAESD-2025106	Indian Knowledge System: Spirituality, Happiness & Emotional Wellbeing	85	15	100	4	3	1
		<b>Total</b>			600	24	18	6

## MBA II SEMESTER

S. No.	Course Code	Title	End Term Sem.	Internal Continuous	Max Marks	Credit	Distribution of Credit	
		<b>CORE COURSES</b>				C	L	T/P
1.	FT-2025201	Human Resource Management & HR Analytics	85	15	100	4	3	1
2.	FT-2025202	Financial Management & Financial Analytics	85	15	100	4	3	1
3.	FT-2025203	Marketing Management & Marketing Analytics	85	15	100	4	3	1
4.	FT-2025204	Production, Materials & Supply Chain Analytics	85	15	100	4	3	1
5.	FT-2025205	Business Research Methods and Decision Science	85	15	100	4	3	1
<b>Multidisciplinary Course for Ability Enhancement &amp; Skill Development</b>								
6.	FT-MCAESD 2025206	Communication Skills & Life Skills	85	15	100	4	3	1
		<b>Total</b>			600	24	18	6

C	Credit per week
L	Lectures per week
T/P	Tutorials/Practical per week

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**MBA III SEMESTER**

S. No.	Course Code	Title	End Term Sem.	Internal Continuous	Max Marks	Credit	Distribution of	
		<b>CORE COURSES</b>				C	L	T/P
1.	FT-2025301	Human Behaviour and Forensic Psychology	85	15	100	4	3	1
2.	FT-2025302	Advertising and Consumer Behaviour	85	15	100	4	3	1
3.	FT-2025303	Product and Brand Management	85	15	100	4	3	1
<b>Elective Specialization (Any 01 Group with 02 Subjects)</b>								
4.	FT-SPL-2025304	Elective Course 1	85	15	100	4	3	1
5.	FT-SPL-2025305	Elective Course 2	85	15	100	4	3	1
<b>Mandatory Value Added Course Ability Enhancement &amp; Skill Development</b>								
6.	FT-MVACAESD-2025306	Summer Internship Presentation Viva Voce			100	8	-	8
		<b>Total</b>			600	28	15	13

S. No.	List of Elective Specialization Groups with Subjects for III Semester	
Elective Specialisation – 1 Human Resource Management (HRM)		
1.	FT-HRM-2025304	Human Resource Development& Emotional Intelligence
2.	FT-HRM-2025305	Counselling, Mentoring, Mental Health & Wellness
Elective Specialisation – 2 Financial Administration & Banking Insurance (FABI)		
1.	FT-FABI-2025304	Security Analysis and Portfolio Management
2.	FT-FABI-2025305	Management of Financial Services and International Finance
Elective Specialisation – 3 International Business & Foreign Trade (IBFT)		
1.	FT-IBFT-2025304	International Business, Foreign Trade & Global Supply Chain Management
2.	FT-IBFT-2025305	Export Import Procedures and Documentation
Elective Specialisation – 4 Artificial Intelligence, Business Analytics, Data Science & Information Systems (AIBADSIS)		
1.	FT-AIBADSIS-2025304	Artificial Intelligence, Big Data Analytics & Information System
2.	FT-AIBADSIS-2025305	Data Mining, Warehousing & Data Visualisation
Elective Specialisation – 5 Agri Business, Cooperative, Dairy, Rural & Forest Management (ABCDRFM)		
1.	FT-ABCDRFM-2025304	Agri Rural Business Management & Leadership
2.	FT-ABCDRFM-2025305	Cooperative, Crop & Dairy Management
Elective Specialisation – 6 Event, Media, Tourism and Heritage Management (EMTHM)		
1.	FT-EMTHM-2025304	Heritage, Aviation, Travel & Tourism Management
2.	FT-EMTHM-2025305	E-Tourism, Event& Media Management
Elective Specialisation – 7 Pharma, Healthcare, Hospital & Sports Management (PHHSM)		
1.	FT-PHHSM-2025304	Pharma, Healthcare and Hospital Management
2.	FT-PHHSM-2025305	Clinical Data &Sports Management

Important: For Opting Specialisation, a minimum of 10 students are required, otherwise institution will not offer that particular specialisation. (Students are allowed to Opt Any 01 Specialisation with 02 Subjects)

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### MBA IV SEMESTER

S. No.	Course Code	Title	End Term Sem.	Internal Continuous	Max Marks	Credit	Distribution of	
		<b>CORE COURSES</b>				C	L	T/P
1.	FT-2025401	Creativity, Innovation, Entrepreneurship & Startup Management (CIESM)	85	15	100	4	3	1
2.	FT-2025402	International Marketing	85	15	100	4	3	1
3.	FT-2025403	Marketing of Services	85	15	100	4	3	1
<b>Elective Specialization (Any 01 Group with 02 Subjects)</b>								
4.	FT-ESPL-2025404	Elective Course 1	85	15	100	4	3	1
5.	FT-ESPL-2025405	Elective Course 2	85	15	100	4	3	1
<b>Mandatory Value Added Course Ability Enhancement &amp; Skill Development with</b>								
6.	FT-CC-2025406	Comprehensive Viva-Voce			100	8		8
		<b>Total</b>			<b>600</b>	<b>28</b>	<b>15</b>	<b>13</b>

S. No.	List of Elective Specialization Groups with Subjects for IV Semester	
Elective Specialisation – 1 Human Resource Management (HRM)		
1.	FT-HRM-2025404	Legal Framework of HRM& Industrial Relations
2.	FT-HRM-2025405	Crisis, Crowd & Disaster Management
Elective Specialisation – 2 Financial Administration& Banking Insurance (FABI)		
1.	FT-FABI-2025404	Corporate Taxation, GST & Real Estate Finance
2.	FT-FABI-2025405	Derivatives & Forex Risk Management
Elective Specialisation – 3 International Business& Foreign Trade (IBFT)		
1.	FT-IBFT-2025404	International Logistics Management
2.	FT-IBFT-2025405	Cross Cultural Business Management
Elective Specialisation – 4 Artificial Intelligence, Business Analytics, Data Science & Information Systems (AIBADSIS)		
1.	FT-AIBADSIS-2025404	Machine & Deep Learning : Predictive Analytics
2.	FT-AIBADSIS-2025405	Data Science and Cyber Security
Elective Specialisation – 5 Agri Business, Cooperative, Dairy, Rural & Forest Management (ABCDFRM)		
1.	FT-ABCDFRM-2025404	Fundamentals of Rural Development & Forest Management
2.	FT-ABCDFRM-2025405	Procurement and Material Management in Agri Business
Elective Specialisation– 6 Event, Media, Tourism and Heritage Management (EMTHM)		
1.	FT-EMTHM-2025 404	Managing Mega Public Events & Sustainable Tourism
2.	FT-EMTHM-2025405	International Tourism Management
Elective Specialisation– 7 Pharma, Healthcare, Hospital & Sports Management (PHHSM)		
1.	FT-PHHSM-2025404	Hospital Operations Management & Hospital Information System
2.	FT-PHHSM-2025405	Healthcare & Sports Analytics

Important: For Opting Specialisation, a minimum of 10 students are required, otherwise institution will not offer that particular specialisation. (Students are allowed to Opt Any 01 Specialisation with 02 Subjects)

Considering the larger Employability Interests of the students, other stakeholders, NEP 2020's Multidisciplinary Focus, Students may opt Semester-wise Different Elective Specialisation. The BOS unanimously recommends that Director / HOD of the Institute / UTD / College is entrusted to issue a Separate Exclusive Elective Specialisation Certificate, stating Specifically Opted Specialisation by the concerned applicant candidate, only on the basis of production of all 04 Semesters printed Mark Sheets duly Sealed and Signed by competent Authority, only after Fourth and Final semester result declaration. Such Certificates (Appendix- 1) must also be countersigned by the Registrar / Dean of Faculty or Chairman BOS / Exam Controller of the University.

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Semester – I

**MANAGEMENT CONCEPTS AND PROCESSES & INDIAN BUSINESS ETHICS**  
(FT-2025101)

(Effective from Batch 2025-26)

- Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management, Nature and Scope of Business Ethics, Importance of Ethics in Business, Historical Development of Business Ethics in India.
- Key Ethical Theories and Philosophies (Utilitarianism, Deontology, Virtue), Recent Trends in Indian Business Ethics. The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives (MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

**Suggested Readings:**

- Stoner and Freeman, Management, Prentice Hall, N. Delhi.
- Koontz, O' Donnell & Wehrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.
- Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.
- Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.
- Massie, Essentials of Management, AITBS, New Delhi.
- Terry and Franklin, Principles of Management, AITBS, New Delhi.
- Manuel G. Velasquez, Business Ethics: Concepts and Cases.
- William H. Shaw, Business Ethics: A Textbook with Cases.
- Denis Collins, The Essentials of Business Ethics.
- Alexander Brink, Corporate Governance and Business Ethics.

**Online Free Courses and Resources:**

- Coursera - "Business Ethics for the Real World" <https://www.coursera.org/learn/business-ethics>
- edX - "Corporate Social Responsibility (CSR): A Strategic Approach" <https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach>
- MIT Open Course Ware - "Business Ethics" <https://www.mit.edu/courses/sloan-school-of-management/15.270-ethical-practice-professionalism-and-responsibility-in-business-spring-2010/index.htm>
- Kadavi, G. P. (2023). *Indian ethos and business ethics: Concepts and cases*. Iterative International Publishers (IIP Books). <https://iipbooks.com/books/28/INDIAN-ETHOS-AND-BUSINESS-ETHICS-CONCEPTS-AND-CASES>
- Balaguru, R. (2024). *Corporate governance, ethics and sustainability*. Jupiter Publications Consortium. <https://jpc.in.net/product/corporate-governance-ethics-and-sustainability>
- Murthy, C. S. V. (2024). *Business ethics: Text & cases*. Himalaya Publishing House. <https://hnpub.com/product/business-ethics-text-cases>

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**Semester – I**

**MANAGERIAL & GREEN ECONOMICS, UN-SDGs  
(FT-2025102)**

**(Effective from Batch 2025-26)**

- Nature and Scope of Managerial & Green Economics, Fundamental Concepts in Managerial & Green Economics, Role and Responsibilities of Managerial & Green Economist, Concepts of Green GDP, Recent Trends in Blue & Green Economy.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.
- Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economics and Diseconomies of scale, Cost-Output relationships, Input- Output Analysis.
- Price-output decisions under Perfect & Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Trade Cycles: Types, Causes, Impact & Remedies.
- Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis, Role, Scope & Need for United Nations Sustainable Development Goals (UN-SDGs), The 5 P's of 2030 Agenda for Sustainable Development, Future and Philosophy behind UN-SDGs, Conceptual Framework and Emerging Trends in Temple Economy.

**Suggested Readings:**

- Adhikary, M. Business Economics., New Delhi, Excel Books.
- Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi. Chopra, O.P., Managerial Economics, New Delhi, Tata McGrawHill.
- Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.
- Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.
- Trivedi M L, Managerial Economics, Tata McGraw- Hill, New Delhi.
- Mehta P.L., Managerial Economics: Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.
- Mathur, N.D., Managerial Economics, Jaipur: Shivam Book House.
- Hazra, Somnath., Bhukta, Anindya (2020) Sustainable Development Goals An Indian Perspective, Springer International Publishing, Switzerland
- Ziai, Aram, Development Discourse and Global History from colonialism to the sustainable development goals. Routledge, London & New York
- OECD, Sustainable Results in Development: Using the SDGs for Shared Results and Impact, OECD, Publishing, Paris, <https://doi.org/10.1787/368cf8b4-en>.
- Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., Woelm, F. 2020. The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020. Cambridge: Cambridge University Press.
- <https://www.un.org/sustainabledevelopment/>
- Krishnan, N. R. Green economy: India's sustainable development. [Self-published/Amazon India].
- Taneja, S., et al. Sustainable development through green economics. New Century Publications.
- Sinha, J., & Bhammer, S. India's green startups: Entrepreneurs that are driving growth. Rupa Publications.

**Online Free Courses and Resources:**

- [https://nptel.ac.in/home/academic/discipline/1147/course-114\\_3](https://nptel.ac.in/home/academic/discipline/1147/course-114_3)
- [https://onlinecourses.nptel.ac.in/noc21\\_hs56/preview](https://onlinecourses.nptel.ac.in/noc21_hs56/preview)
- <https://nptel.ac.in/courses/109106161>

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**Semester – I**

**FINANCIAL & FORENSIC ACCOUNTING FOR MANAGERS**

**(FT-2025103)**

**(Effective from Batch 2025-26)**

- Financial & Forensic Accounting – Concept, Nature, Scope and Importance, Recent Trends and Applications of Forensic Accounting, Fraud Auditing Fundamentals, Generally Accepted Accounting Principles, Preparation of Financial Statements.
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis. Management Accounting.
- Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision Making, Break Even Analysis.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting.

**Suggested Readings:**

- M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.
- Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.
- Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.
- Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.
- Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.
- Jagdish Prakash & Nageshwar Rao "Prabandh Lekhankan" Prayag Pustak Sadan, Allahabad
- Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.
- Vij. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.
- Bhattacharyya, "Financial Accounting" Prentice Hall of India Ltd, New Delhi
- Kothari, Rajesh, Godha Abhishek, "Management Accounting-Concept & Applications, Macmillan, New Delhi
- Albrecht, W. Steve. (2009). Forensic Accounting & Fraud Examination. Cengage Learning (India Edition).
- Albrecht, Chad O., Albrecht, Conan C., Albrecht, W. Steve & Zimbelman, Mark F. (2015). Forensic Accounting & Fraud Examination. Cengage Learning (India Edition).
- Banerjee, Robin (2015). Who Cheats and How? Sage Publications, New Delhi.
- Bologna, Jack and Lindquist, Robert J. (1995). Fraud Auditing and Forensic Accounting. Wiley.
- Bremser, Wayne G. (1995). Forensic Accounting and Financial Fraud. American Management Association
- Devarajappa, S., Gurudath, A. S., & Yadav, R. A. (2022). Forensic accounting and auditing. Himalaya Publishing House, <https://hinpub.com>
- Jeswani, B. (2025). The frauditor: A beginner's guide to forensic accounting and fraud investigations (2nd ed.). Bharat Law House.
- Garg, K. (2025). Red flags compendium: Practical case studies in forensic accounting & corporate fraud investigation. Bharat Law House Pvt. Ltd.
- Baldava, S., & Agarwal, D. (2022). Forensic investigations and fraud reporting in India. Bloomsbury Professional India.

**Online Courses and Resources:**

- [https://onlinecourses.nptel.ac.in/noc20\\_mgt31/preview](https://onlinecourses.nptel.ac.in/noc20_mgt31/preview)
- [https://study.ilm.ac.in/ds/course\\_pages/BSGN3002.html](https://study.ilm.ac.in/ds/course_pages/BSGN3002.html)
- <https://nptel.ac.in/courses/110101003>

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**Semester – I**  
**ORGANIZATIONAL & HUMAN BEHAVIOUR**  
**(FT-2025104)**  
**(Effective from Batch 2025-26)**

- Organisational Behavior: Definition, Concept, Significance, Level of Organisational Behavior, Managerial Skills influencing OB.
- Nature, Scope, Applications & Recent Trends in Human Behavior.
- Personality: Meaning, Types, Determinants of Personality, Theories of Personality – Trait Theory & Freud Theory.
- Attitude: Meaning, Definition, Components of Attitude, Job Attitude, Values – Meaning and Types.
- Perception: Meaning, Elements, factors Influencing Perception.
- Learning: Meaning, Concept, Effectiveness of Learning.
- Leadership: Meaning, Styles of Leadership, Theories of Leadership – Charismatic theory, Contingency Theory.
- Motivation: Meaning, Types of Motivation, Theories of Motivation – Maslow's Theory, Vrooms Expectancy Theory, Herzberg's Two factors Theory.
- Management Conflict: Meaning, Types, Process of Conflict, Conflict Management Strategies.
- Group Dynamics: Meaning, Types of Groups, Group Dynamic, Group Decision Making.

**Suggested Readings:**

- Luthans Fred, Organisational Behaviour., New York, McGraw Hill. Robbins S.P., Organisational Behaviour, New Delhi, PHI.
- Meshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
- Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Davis Keith, Human Behaviour at Work, TMH, New Delhi Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
- Kamran Sultan & Supreet Ahluwalia, Kongent Learning Solutions Inc. Organisation Behaviour, Dreamtech Press, New Delhi.
- John W. New Strom, "Organisational Behaviour, Tata McGraw, New Delhi
- Attkinson and Hillgard, Psychology: An introduction, Cengage Press
- Cacioppo, J, Discovering Psychology, Cengage Learning
- Baron, R, Psychology, Pearson Press.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110103433>
- [https://onlinecourses.nptel.ac.in/noc20\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc20_mg51/preview)
- [https://onlinecourses.nptel.ac.in/noc25\\_mg136/preview](https://onlinecourses.nptel.ac.in/noc25_mg136/preview)



**Semester – I**

**BUSINESS, LEGAL ENVIRONMENT & CORPORATE SOCIAL RESPONSIBILITY  
(FT-2025105)**

**(Effective from Batch 2025-26)**

- Business Environment & Corporate Social Responsibility (CSR): Nature, Scope and its relevance in Business Decision Making, Historical Perspective & Emerging Trends in CSR, Phases of CSR Activities.
- Political, Social, Cultural & Economic and Technological Environment, WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements, Performance of Contracts & its remedies.
- The Sale of Goods Act 1930: Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956: Nature and Types of Companies, Formation, Memorandum and Articles of Association, Prospectus, Allotment of Shares.

**Suggested Readings:**

- Francis Cherumilam, Business Environment Adhikari, M., Economic Environment of Business.
- Sampat Mukerjee, Economic Environment of Business Dwijendra Tripathi, Business Politics in India.
- Shukla M B, Business Environment-Text & Cases, Taxman, New Delhi Gupta, D., Indian Government & Politics.
- Ruppaswamy, B., Social Changes in India.
- N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
- Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.
- V S Datey, Business & Corporate Laws, Taxmann, New Delhi.
- Garg, K. Corporate social responsibility (5th ed.). Bharat Law House Pvt. Ltd.
- Kundal, N. S. Corporate social responsibility: Concept, genesis, evolution & practice. OakBridge.
- Khandelwal, N. M. Business ethics: Corporate governance, CSR and Indian ethics and values (2nd rev. & updated ed.). Misha Books. <https://www.amazon.in/dp/9389055105>

**Online Courses and Resources:**

- [https://onlinecourses.nptel.ac.in/noc25\\_mg139/preview](https://onlinecourses.nptel.ac.in/noc25_mg139/preview)
- [https://onlinecourses.swayam2.ac.in/imh24\\_mg33/preview](https://onlinecourses.swayam2.ac.in/imh24_mg33/preview)
- <http://ignat.in/nptel/courses/video/110105081/1.07.html>

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**Semester – I**

**INDIAN KNOWLEDGE SYSTEM: SPIRITUALITY, HAPPINESS & EMOTIONAL WELLBEING**

**(FT-MCAESD-2025106)**

**(Effective from Batch 2025-26)**

- Indian Knowledge Systems & Spirituality: An Overview of IKS: Vedas, Upanishads, Darshanas, Philosophical foundations and cultural contexts: Holistic decision-making, Concepts of Karma and Dharma, IKS emphasis on sustainability. An overview of Key Management Lessons and 64 Arts (Kalaas) from Lord Krishna. Integration of Spirituality in Management: Spiritual Principles, Factors Influencing Spirituality and Impact of Spirituality in Decision Making and Personality.
- Insights and Lessons including Administrative leadership qualities and Governance Skills of Samrat Chandragupta Maurya, Chanakya, Samrat Ashoka, Samrat Vikramaditya, Raja Bharthari, Raja Pradyot, Pushymitra Shung, The Pallavas and Cholas dynasties and other contemporaries.
- Management Lessons from The Indian Scriptures: Overview of the Bhagavad Gita, & The Ramcharitmanas, Panchtantra & Hitopdes: Key Management teachings, Indian Scriptures based decision-making framework.
- Indigenous Management Practices and Frameworks –The Jugaad Mindset, Characteristics of a Jugaad innovator, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Multi-Sector-Specific & MSME Case Studies, Historical context of family and community roles in Indian business, Joint family systems.
- Happiness & Emotional Wellbeing: Operationalizing happiness& Emotional Wellbeing, construct of happiness& Emotional Wellbeing, Factors influencing happiness& Emotional Wellbeing, Creating happiness& Emotional Wellbeing at work & in lifestyle, Relevance of Happiness& Emotional Wellbeing in Decision Making.

**Suggested Readings:**

- Introduction to Indian Knowledge System: Concepts and Applications, Archak, K.B. (2012), Kaveri Books, New Delhi. ISBN-13:978-9391818203
- Introduction To Indian Knowledge System: Concepts and Applications, Mahadevan, B.Bhat, Vinayak Rajat, Nagendra Pavana R.N.PHI, ISBN: 9789391818203
- Glimpse into Kautilya's Arthashastra Ramachandrudu P. (2010), Sanskrit Academy, Hyderabad, ISBN:9788380171074
- Introduction in Studies in Epics and Purāṇas, (Eds.), KM Munshi and N Chandrashekara Aiyer Bhartiya Vidya Bhavan
- The Bhagavad Gita: A New Translation by Stephen Mitchell
- Bhagavad Gita: A New Interpretation for Modern Times by Stephen Cope
- Management Insights from Indian Spirituality by A.V. Narasimha Murthy
- Ancient Indian Wisdom for Self-Development by Pradip N. Khandwalla
- Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth by Navi Radjou, Jaideep, Prabhu, and Simone Ahuja
- Ramcharitmanas,
- Panchtantra
- Hitopdes

**Online Courses and Resources:**

- [https://onlinecourses.nptel.ac.in/noc23\\_bs06/preview](https://onlinecourses.nptel.ac.in/noc23_bs06/preview)
- <https://nptel.ac.in/courses/109103182>
- [https://onlinecourses.swayam2.ac.in/ntr25\\_ed18/preview](https://onlinecourses.swayam2.ac.in/ntr25_ed18/preview)

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**Semester – II**

**HUMAN RESOURCE MANAGEMENT & HR ANALYTICS**

**(FT-2025201)**

**(Effective from Batch 2025-26)**

- Concepts and Functions of Human Resource Management, Role of Human Resource Managers, Process of Human Resource Planning, Job Analysis, Job Evaluation: Objectives and Methods of Job Evaluation. HR analytics: HR Data Preparation & Development of HR metrics, Developing HR analytics unit and culture.
- Wage, Salary and Employee Benefits: Minimum Wages, Fair Wages and Living Wages. Meaning and Description of Fringe Benefits (Fringes/Employee Benefits/ Perquisites), Types of Incentives, Factors Affecting Fixation / Revision of Wages / Salary and Fringe Benefits, Methods of Wage Fixation / Wage Revision, Methods of Wage Payment, Objectives of Paying Bonus, Concept & Framework of Compensation Analytics.
- Sources and Methods of Employee Recruitment & Selection. Process of Scientific Methods of Employee Selection. An Overview of Various Tests and Interview Methods for Employee Selection. Process of Induction of the New Employees, Concept & Framework of Recruitment & Selection Analytics.
- Training and Development: Process of Employee Training, Methods of Training, Need Identification, Methods of Training Delivery, Need and Methods of Training Evaluation, HRD Goals, An Overview of Various sub- systems (Process Mechanisms of HRD), Interlinkage of Various HRD Sub-systems, Concept & Framework of Employee Training & Development Analytics. Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal, Concept & Framework of Performance Analytics.
- Registration and Rights of Trade Unions, An Overview of Trade Unions in India, Concept of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India. Concept and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure. Management of Discipline: An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry against Indiscipline Employees.

**Suggested Readings:**

- Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi. De Cenzo, D.A. & Robbins S.P. Human Resource Management, New York, John Wiley.
- Ivancevich, Human Resource Management, TMH, New Delhi.
- Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.
- Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House. Monappa, A. & Saiyadain M. Personnel Management, New Delhi, Tata Mc-Graw Hill.
- Rao V.S.P., Human Resource Management, Text and Cases, Excel Books, New Delhi. Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.
- Pareek, Uday. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.
- Stone, Lloyd and Leslie W. Rue, Human Resource and Personnel Management Richard D. Irwin, Llionis.
- Guenole, N., Ferrar, J., & Feinzig, S. The power of people: How successful organizations use workforce analytics to improve business performance. FT Press.
- Nishant Uppal, Human resource analytics: Strategic decision making, Pearson India.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107492>
- [https://onlinecourses.swayam2.ac.in/inm15\\_m05/review](https://onlinecourses.swayam2.ac.in/inm15_m05/review)

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**Semester – II**

**FINANCIAL MANAGEMENT & FINANCIAL ANALYTICS**

**(FT-2025202)**

**(Effective from Batch 2025-26)**

- Financial Management: Nature, Scope and Objectives, Finance Functions, Profit Maximization v/s Wealth Maximization, Financial Forecasting. Retail Finance and its importance, Tools of Techniques of financial Analytics in Decision Making, Recent trends in financial Analytics.
- Leverages: Operating, Financial and Combined Leverage; Investment and Capital Structure Decisions; Payback period, Accounting Rate of Return, Internal Rate of Return and Time value of money methods, Conceptual Framework of Leverage in Financial Analytics.
- Cost of Different Sources of Raising Capital; Equity Capital, Debt capital, Retained Capital, Preference Capital, Term Loan and Lease Financing, Optimum Capital Structure.
- Factors Influencing Dividend Policy, Dividend Theories, Forms of Dividend Policies, Types of Dividend, Dividend Payment Practices in India.
- Management of Working Capital - Concept of Working Capital, need and influencing factors, Estimation of Working Capital, Inventory and Receivables Management. Understanding of R and Python with reference to Financial Analytics.

**Suggested Readings:**

- Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Van Horner, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.
- Ross, Westerfield & Jordan, Fundamental of Corporate Finance, TMH, New Delhi.
- J.C. Van Horne, Fundamentals of Financial Management, PHI, New Delhi. Weston Brigham, Managerial Finance, McGraw Hill, New York
- I.M. Pandey, Financial Management, Vikas Pub.House, New Delhi.
- P. Chandra, Financial Management, TMH, New Delhi.
- Khan & Jain, Basic Financial Management, TMH, New Delhi
- Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.
- Maheshwari, S.N., Financial Management, Principles & Practices, Sultan Chand & Sons, New Delhi.
- Rajesh Kothari & Bobby Dutta, Contemporary Financial Management, Macmillan, New Delhi.
- Pitabas Mohanty, FINANCIAL ANALYTICS, Wiley
- Nga Thi Hong Nguyen, Shivani Agarwal, Ewa Ziemba, ANALYTICS IN FINANCE AND RISK MANAGEMENT, CRC Press

**Online Courses and Resources:**

- [https://onlinecourses.nptel.ac.in/noc24\\_mg21/preview](https://onlinecourses.nptel.ac.in/noc24_mg21/preview)
- [https://onlinecourses.nptel.ac.in/noc25\\_mg01/preview](https://onlinecourses.nptel.ac.in/noc25_mg01/preview)
- <https://nptel.ac.in/course/119104624>

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**Semester – II**  
**MARKETING MANAGEMENT & MARKETING ANALYTICS**  
**(FT-2025203)**

**(Effective from Batch 2025-26)**

- Marketing: Concept, Nature and scope, Marketing Environment, Conceptual Framework of Marketing Analytics, Recent Trends in Marketing Analytics.
- Marketing Information & Research, Market Segmentation and Targeting, Analytics for customer segmentation and targeting, Market Basket Analysis and RFM Analysis, Buying Behaviour, Understanding Consumer & Industrial Markets,
- Product Decisions, Pricing Decisions (Elementary idea Only).
- Channel Management, Promotion Management (Elementary idea Only)
- Marketing Control. Specific Marketing Issues: Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalisation, Social Network Analysis for Marketing

**Suggested Readings:**

- Philip Kotler, Marketing Management Analysis, PHI, New Delhi. Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York. McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
- Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.
- Rajiv Lal, Quelch & Kasurangan, Marketing Management- Text and Cases, TMH, New Delhi.
- Czinkota & Kotabe, Marketing Management, Vikas Publications, New Delhi
- Jayachandram S, Marketing Management, Text & Cases, Excel Books, New Delhi. Suresh K, Green Marketing, ICFAI University Press, Hyderabad.
- Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi.
- Seema Gupta and Avadhoot Jathar, MARKETING ANALYTICS, Wiley.
- Ashok Charan, MARKETING ANALYTICS: A PRACTITIONER'S GUIDE TO MARKETING ANALYTICS AND RESEARCH METHODS, World Scientific.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110105142>
- <https://nptel.ac.in/courses/110104068>
- [https://nptel.ac.in/domains/discipline/114?course=114\\_1](https://nptel.ac.in/domains/discipline/114?course=114_1)

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**Semester – II**

**PRODUCTION, MATERIALS MANAGEMENT & SUPPLY CHAIN ANALYTICS  
(FT-2025204)**

**(Effective from Batch 2025-26)**

- Nature, Significance, Scope, Role, Functions of Production Management, Relationship with other Management Functions, Different Production Systems, Conceptual Framework of Supply Chain Analytics, Key Issues & Recent Trends in supply chain analytics.
- Plant Location, Plant Layout, Product Design & New product Development, Capacity Planning Process & Decisions.
- Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.
- Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification, Different types of Analytics in Supply Chain.
- Work Measurement Techniques – Work Study and Method Study- Conceptual Framework of Statistical Quality Control (SQC) & TQM, Maintenance Management, Decision Domains in Supply Chain Analytics.

**Suggested Readings:**

- Adam, E.E. & Ebert, R.J. "Production & Operation Management.", New Delhi, PHI.
- Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.
- Buffa, E.S. Modern Production Management, John Wiley (New York). Chary S.N. Production and Operations Management, New Delhi, TMH.
- Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.
- Dilworth, James B. Operations Management : Design, Planning & Control for Manufacturing & Services, Singapore, Mc Graw Hill.
- Moore, FG & Hendrick, T.E. – Production / Operations Management, Homewood, Illinois, R.D. Irwin.
- Manocha R.C., Production and Operations Management, Excel Books, New Delhi.
- T.A.S. Vijayaraghavan, SUPPLY CHAIN ANALYTICS, Wiley.
- Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, SUPPLY CHAIN MANAGEMENT: STRATEGY, PLANNING, & OPERATION, Pearson Education.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107074>
- <https://nptel.ac.in/courses/110107141>
- <https://nptel.ac.in/courses/112107238>

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Semester – II
<b>BUSINESS RESEARCH METHODS &amp; DECISION SCIENCE</b> (FT-2025205) (Effective from Batch 2025-26)
<ul style="list-style-type: none"> <li>• Concepts of Research, Scientific Approach to Research, Types of Social Science Research, Research Process and Planning for Research, Defining Research Problem, Research Designs.</li> <li>• Sources / Methods of Collecting Primary and Secondary Data, Schedules &amp; Questionnaires, Interview, Observation, Scaling Techniques etc.</li> <li>• Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.</li> <li>• Research Report Writing, Elementary Idea about Statistical Software Packages.</li> <li>• Concept, Role &amp; Importance of Decision Sciences in decision making, Decision Theories &amp; Conceptual Framework of Decision making under Risk &amp; Uncertainty, Conceptual Framework of Game Theory.</li> </ul>
<b>Suggested Readings:</b> <ul style="list-style-type: none"> <li>• K.R. Sharma, Research Methodology, National Publishing House, Jaipur.</li> <li>• Kothari, C.R., Research Methodology, Vishwa Prakashan, Delhi</li> <li>• Bannerjee, S. &amp; Roy, R. "Fundamentals of Research Methodology" Kitab Mahal, Allahabad</li> <li>• BN "Elements of Statistics" S Chand, New Delhi</li> <li>• N.D. Vohra, Quantitative Techniques in Management, Tata, McGraw Hill Publications (latest Edition)</li> <li>• Hamdy A. Taha, Operations Research, Pearson Publication (latest edition)</li> <li>• Hira Gupta, Operations research, S. Chand Publication (latest Edition)</li> <li>• J K Sharma, Operations Research Theory &amp; Applications, MacMillan Publishers India Ltd.</li> <li>• S.C. Gupta, Statistical Methods, S. Chand Publication.</li> <li>• P.N. Arora, Sumeet Arora, S. Arora, Comprehensive Statistical Methods, S. Chand Publication.</li> </ul>
<b>Online Courses and Resources:</b> <ul style="list-style-type: none"> <li>• <a href="https://onlinecourses.swayam2.ac.in/imh25_m086/preview">https://onlinecourses.swayam2.ac.in/imh25_m086/preview</a></li> <li>• <a href="https://nptel.ac.in/courses/121106007">https://nptel.ac.in/courses/121106007</a></li> <li>• <a href="https://nptel.ac.in/courses/110104094">https://nptel.ac.in/courses/110104094</a></li> </ul>

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**Semester – II**

**COMMUNICATION SKILLS & LIFE SKILLS**

**(FT-MCAESD-2025206)**

**(Effective from Batch 2025-26)**

- Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.
- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication, Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.
- Concept & Emergence of Life Skills, Key Aspects, Important Life Skills for Executives, Role of Life Skills in Holistic Development, Twenty-First Century Skills: Types - Digital Literacy, Financial Literacy, Panchkosh & Panchbhoot.

**Suggested Readings:**

- Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From Process to Product", Dryden Press, Chicago.
- Rao, Nageshwar and Das R.P. "Communication Skills" Himalaya Publishing House, Mumbai Kitty O-Locker, Business & Administrative Communication, TMH, New Delhi.
- Murphy, Herta A and Peck, Charles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.
- Pearce, C Glenn etc. "Business Communication : Principles and Applications", John Wiley, New York.
- Mehta D and Mehta N. K "A Handbook of Communication Skills Practices" Radha Publications, New Delhi
- K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.
- Tiwari, P., & Bajpai, A. Life Skills for Women: An Active Learning Module. Manda publishers, Delhi.
- UGC. Curriculum for life Skills. <https://www.ugc.ac.in/e-book/SKILL%20ENG.pdf> UNICEF. (n.d.). Definition of Terms, Life Skills. Retrieved September 8, 2016, from [https://www.unicef.org/lifeskills/index\\_7308.html](https://www.unicef.org/lifeskills/index_7308.html)
- United Nations International School of Hanoi. (n.d.). What are Self-awareness Skills for Students? Retrieved July 17, 2024, from <https://articles.unishanoi.org/what-are-self-awareness-skills-for-students/>
- WHO. Meaning of Life Skills.
- WHO. Life Skills Education for Children and Adolescents in schools. Retrieved September 6, 2016, from [http://whqlodoc.who.int/hq/1994/WHO\\_MNH\\_93.7A\\_Rev.2.pdf](http://whqlodoc.who.int/hq/1994/WHO_MNH_93.7A_Rev.2.pdf)
- WHO. Meaning of Life Skills Retrieved September 2016, from [www.who.org/ls](http://www.who.org/ls)
- World Economic Forum. Money matters: Your guide to financial literacy. Retrieved from <https://www.weforum.org>

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/109104031>
- <https://nptel.ac.in/courses/109106129>
- [https://onlinecourses.vwzvam2.ac.in/in125\\_ge03/preview](https://onlinecourses.vwzvam2.ac.in/in125_ge03/preview)

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**Semester – III**

**HUMAN BEHAVIOUR AND FORENSIC PSYCHOLOGY**

**(FT-2025301)**

**(Effective from Batch 2025-26)**

- Conceptual Framework of Human Behaviour, Meaning and Definitions of Human Behaviour, Meaning of Normal and Abnormal Behaviour, Approaches for studying Human Behaviour: Behavioural Approach, Cognitive Approach, Psychoanalytic Approach.
- Meaning of Growth and Development, Difference between Growth and Development, Principles of Growth and Development, Factors influencing Growth and Development.
- Psychology of violence: Human Aggression and Violence- Development of Delinquent and Criminal behaviour: Juvenile Delinquency- Criminal Psychopathy- Crime and Mental Disorders-Crime and drug abuse- Psychology of Sexual assault- Psychology of terrorism. Crimes and Criminal Offenders, Crime Typologies, Violent interpersonal crimes.
- Fundamentals of Forensic Psychology: Forensic Psychology: An Overview- Brief history of Forensic Psychology- Recent Trends in Forensic Psychology - Forensic Psychology, Forensic Psychiatry & Forensic Social Work Forensic Psychology as a specialty- Research and Practice Careers in Forensic Psychology.
- Forensic Psychology in Corporate Sector- Applications & Emerging Trends. White-collar Crimes. Police and Investigative Psychology: Policing society- Forensic Assessment in Police and Public safety psychology- Psychological Intervention responsibilities- Operational responsibilities- Profiling- Police Interviewing and Interrogation- Detection of Deception- Forensic Hypnosis- Eyewitness evidence.

**Suggested Readings:**

- Bhatt, N. (2007). Human development: A life span perspective. Jaipur: Pointer Publishers.
- Allen, B. P., (2002). Personality theories: Development, growth, and diversity (4). Boston: McGraw-Hill College.
- Mangal, S.K. (1998). General psychology. New Delhi: Sterling Publishers Pvt. Ltd.
- Hurlock, E.B., (2001). Developmental psychology: A life span approach. New York: McGraw-Hill Education.
- Jiloha, R.C., Kukreti, P., & Kataria, D. (2019). Forensic Psychiatry: An Indian Perspective (1st ed.). Jaypee Brothers Medical Publishers: New Delhi.
- Arya, A.K., Pandey, S., Singh, G., Tewari, P., & Krishnamurthy, V.S. (2023). Criminal and Forensic Psychology (1st ed.). Mittal Publication: New Delhi.
- Sahni, S.P., Phakey, N., & Contributors (2024). Criminal Psychology and the Criminal Justice System in India and Beyond (1st ed.). Springer: Singapore.
- Bartol, C.R., & Bartol, A.M. (2020). Introduction to Forensic Psychology: Research and Application (6th ed.). Sage Publications.

**Online Courses and Resources:**

1. [https://www.bharathuni.ac.in/colleges1/downloads/courseware\\_ccc/notes/BSS201%20-%20PERSONALITY.pdf](https://www.bharathuni.ac.in/colleges1/downloads/courseware_ccc/notes/BSS201%20-%20PERSONALITY.pdf)
2. <https://mindplayfacts.com/understand-the-concept-of-normal-and-abnormal-behaviour/>
3. <https://iastate.pressbooks.pub/individualfamilydevelopment/chapter/freudpsychodynamic-theory/>
4. <https://medium.com/@ekram108/13-principles-of-growth-and-development-2043cc071b36>
5. <https://www.simplypsychology.org/crime-crimes.html>

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Semester – III
ADVERTISING AND CONSUMER BEHAVIOUR (FT-2025302) (Effective from Batch 2025-26)
<ul style="list-style-type: none"> <li>Nature, Scope and Significance of Advertising, Legal, Ethical and Social Aspects of Advertising. Models of Consumer Behaviour.</li> <li>Advertising: Types of Media, Media Planning, Media Selection and Strategy. Creative Advertising, Advertising Planning and Strategies.</li> <li>Introduction to Consumer Behaviour, Consumer Buying Behaviour, Consumer Behaviour and Marketing Strategy.</li> <li>Factors in the study of Consumer Behaviour: Lifestyle, Motivation, Attitude, Learning, Perception and Personality. Family, Groups, Social Class and Cultural Influence on Consumer Behaviour.</li> <li>Various Buying Behaviour Models, Application of Consumer Behaviour. Issues in Formulation of Different Marketing Strategies.</li> </ul>
<b>Suggested Readings:</b> <ul style="list-style-type: none"> <li>Manendra Mohan, Advertising Management, TMH, New Delhi.</li> <li>Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi. Norris, Advertising Management, Prentice Hall of India, New Delhi.</li> <li>B.S. Rathore, Advertising Management, Himalaya, Mumbai. Consumer Behaviour, Peter D. Bennet and H.H. Kes.</li> <li>Kazmi &amp; S.H.H. &amp; Batra Satish, Consumer Behaviour, Excel Books, New Delhi. Fundamentals of Consumer Behaviour, Douglas W. Meutot, Jr.</li> <li>Consumer Behaviour, Walters and Paul, McGraw Hill, New York. Consumer Behaviour, Shiffman, L.G. &amp; Kanuk, L.L., PHI, N Delhi.</li> </ul>
<b>Online Courses and Resources:</b> <ul style="list-style-type: none"> <li><a href="https://nptel.ac.in/courses/110105074">https://nptel.ac.in/courses/110105074</a></li> <li><a href="https://nptel.ac.in/courses/110105054">https://nptel.ac.in/courses/110105054</a></li> <li><a href="https://nptel.ac.in/courses/110105029">https://nptel.ac.in/courses/110105029</a></li> </ul>

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**Semester – III**

**PRODUCT AND BRAND MANAGEMENT**

**(FT-2025303)**

**(Effective from Batch 2025-26)**

- Product: Definitions & Features, Product Levels, Classification of Products, Individual Product Decisions, Difference between Consumer Products and Industrial Products, Consumer Adoption Process, Product Differentiation
- New Product Development: Factors Contributing to a new Product Design, New Product Development Process, Product Life Cycle, Factors Affecting Product Mix, Product Mix Strategies, Product Positioning
- Brand Elements: Classification of Brands, Brand Identity,, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand – Customer Relationship.
- Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand - Product Relationship, Brand Revitalization.
- Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand ,Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas

**Suggested Readings:**

- Subroto Sengupta., Brand Positioning, PHI, New Delhi.
- S.A. Chundawalla., Product Management, Himalaya, Mumbai. Aaker, David A., , Managing Brand Equity, PHI, New Delhi. Steward, P : Building Brands Directly, London Macmillan. Murphy, John A. Brand Strategy. Cambridge, The Director Books. Kapferer, J.N. Strategic Brand Management, New York(Freepress)
- Czerniawski, Richard D. & Michael W. Maloney, Creating Brand Royalty, AMACOM. Cowley, Don – Understanding Brands, London, Kogan.
- Shrivastava, R.K., Product Management & New Product Development, Excel Books, New Delhi. Verma, Harsh, Brand Management, Text & Cases, Excel Books, New Delhi.
- M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pvt. Ltd., New Delhi.
- Francis Cherunilam – Industrial Marketing , Himalaya Publishing House, Mumbai.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/119107161>
- <https://nptel.ac.in/courses/119104167>
- [https://onlinecourses.nptel.ac.in/noc20\\_npt03/preview](https://onlinecourses.nptel.ac.in/noc20_npt03/preview)

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<p style="text-align: center;"><b>Semester – III</b>  <b>ELECTIVE SPECIALISATION (1) HUMAN RESOURCE MANAGEMENT (HRM)</b>  <b>HUMAN RESOURCE DEVELOPMENT &amp; EMOTIONAL INTELLIGENCE</b>  <b>(FT-HRM-2025304)</b>  <b>(Effective from Batch 2025-26)</b></p>
<ul style="list-style-type: none"> <li>• Philosophy and Goals of HRD, An Overview of Sub-systems (Process mechanisms) of HRD. Inter-linkage of Various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top Executives in the Process of HRD.</li> <li>• Process of Employee Training. Identifying Training Needs. Planning for Training. Evaluation of Training. Learning/ Training Climate. Conceptual Framework. Applications &amp; Emerging Trends of Emotional Intelligence.</li> <li>• Objectives of Performance Appraisal. Process of Performance Appraisal. Performance Feedback and Performance Counselling. Common Errors in Performance Appraisal.</li> <li>• Process, Ways &amp; Strategies of Employee Empowerment. Process, Ways &amp; Strategies of Career Planning &amp; Development. Ingredients of Quality of Work Life. Ways and Strategies to Enhance the Level of QWL.</li> <li>• Defining HRD Climate and Dimensions of HRD Climate. Evaluation of HRD (HRD Audit). Strategic HRD. Organizational Learning.</li> </ul>
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Subroto Sengupta, Brand Positioning, PHI, New Delhi.</li> <li>• S.A. Chunawalla, Product Management, Himalaya, Mumbai. Aaker, David A., Managing Brand Equity, PHI, New Delhi. Steward, P : Building Brands Directly, London Macmillan. Murphy, John A. Brand Strategy, Cambridge, The Director Books. Kapferer, J.N. Strategic Brand Management, New York (Free Press).</li> <li>• Czerniawski, Richard D. &amp; Michael W. Maloney, Creating Brand Royalty, AMACOM. Cowley, Don – Understanding Brands, London, Kogan.</li> <li>• Shrivastava, R.K., Product Management &amp; New Product Development, Excel Books, New Delhi. Verma, Harsh, Brand Management, Text &amp; Cases, Excel Books, New Delhi.</li> <li>• M. Govind Rajan, Industrial Marketing Management, Vikas Publishing House Pvt. Ltd., New Delhi.</li> <li>• Francis Cherunilam – Industrial Marketing, Himalaya Publishing House, Mumbai.</li> <li>• Daniel Goleman, Emotional Intelligence: Why It Can Matter More Than IQ.</li> </ul>
<p><b>Online Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://nptel.ac.in/courses/109105121">https://nptel.ac.in/courses/109105121</a></li> <li>• <a href="https://nptel.ac.in/courses/109105116">https://nptel.ac.in/courses/109105116</a></li> <li>• <a href="https://nptel.ac.in/courses/109103395">https://nptel.ac.in/courses/109103395</a></li> </ul>

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Semester – III	
ELECTIVE SPECIALISATION (1) HUMAN RESOURCE MANAGEMENT (HRM)	
COUNSELLING, MENTORING, MENTAL HEALTH & WELLNESS	
(FT-HRM-2025305)	
(Effective from Batch 2025-26)	
<ul style="list-style-type: none"> <li>• Conceptual Framework and Recent Trends in Counselling, Basic Counselling Principles and Concepts, Basic Counselling Skills (active listening, attending behaviour, reflection of feelings, questioning, clarification, summarization, paraphrasing), Stages of Counselling.</li> <li>• Stages of Career Counselling, Career Decision Making Models, Developing Career Intervention Programs, Career And Life Design.</li> <li>• Conceptual Framework and Recent Trends in Mentoring, Mentoring Basics, Week Mentoring Stages &amp; Areas, Mentoring Strategies.</li> <li>• Conceptual Framework and Recent Trends in Wellness, Importance of Mental and Emotional Health, Difference between illness and wellness behaviour, factors that affect illness and wellness behavior, The Impact of Technology and Social Media on Wellbeing.</li> <li>• Conceptual Framework and Recent Trends in Mental Health &amp; Mindfulness, Overview of Mindfulness, Contemporary and Ancient Perspectives of Mindfulness, Mindfulness In Breath and Body, Application of Mindfulness in Mindfulness in Schools, at Work, Mindful Leadership</li> </ul>	
<b>Suggested Readings:</b> <ul style="list-style-type: none"> <li>• Martin, D. G. Counselling And Therapy Skills (2nd Ed.). Prospect Heights, IL: Waveland Press.</li> <li>• Nelson-Jones, Richard, Basic Counselling Skills – A Helper's Manual. Sage Publication.</li> <li>• Cochran, J. L., &amp; Cochran, N. H. The Heart of Counselling: A Guide to Developing Therapeutic Relationships. Belmont, CA: Thomson Brooks/Cole.</li> <li>• Collie W. Conoley, M. J. Goal Focused Positive Psychotherapy: A Strengths-Based Approach. OUP USA.</li> <li>• Barker, M. Mindful Counselling &amp; Psychotherapy: Practising Mindfully Across Approaches &amp; Issues. United Kingdom: SAGE Publications.</li> <li>• Handbook of Mindfulness: Theory, Research, and Practice. United Kingdom: Guilford Publications.</li> <li>• Sharma, R.A.(2007). Psychology of Teaching-Learning Process. Meerut : Surya Publications</li> <li>• Barci &amp; Mukhopadhyay.(1995). Guidance and Counselling. New Delhi : Sterling Publishers.</li> </ul>	
<b>Online Courses and Resources:</b> <ul style="list-style-type: none"> <li>• <a href="https://nptel.ac.in/courses/109104666">https://nptel.ac.in/courses/109104666</a></li> <li>• <a href="https://unifinecourses.swayam2.ac.in/ntr25_ed22/preview">https://unifinecourses.swayam2.ac.in/ntr25_ed22/preview</a></li> </ul>	

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**Semester – III**  
**ELECTIVE SPECIALISATION (2)**  
**FINANCIAL ADMINISTRATION & BANKING INSURANCE (FABI)**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(FT-FABI-2025304)**  
**(Effective from Batch 2025-26)**

- Investment Return and Risk, Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Investment Alternatives.
- The Return to Risk and the Investment Decision; Government Securities; Investment Instruments of the Money Market; Fundamental and Technical Analysis, Efficient Market Theory.
- Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, Sharpe Single Index Model; Capital Asset Pricing Model.
- Optimum Portfolios – Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation.
- Portfolio Management in Mutual Funds: Nature Scope and Types of MFs, UTI, Concept of NAV, Regulation of MFs, Taxation and MFs.

**Suggested Readings:**

- Avdhani V. A., Security analysis and Portfolio Management, Himalaya Publishing House, Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, New Delhi, S.Chand.
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, New Delhi, PHI.
- Dhanesh Khatri, "Security Analysis and Portfolio Management" Macmillan, New Delhi
- Bhalla, V.K. Investment Management : Security Analysis and Portfolio Management, Delhi, S.Chand.
- Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley.
- Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman.
- Markowitz, Harry M. Mean, Variance Analysis in Portfolio Choice and Capital Markets. London, Basic Blackwell.
- R. P. Rustagi, Security analysis and Portfolio Management, Taxman Publications Rajesh Chakrebarthy and De, Capital Markets in India, Sage Publications.

**Online Courses and Resources:**


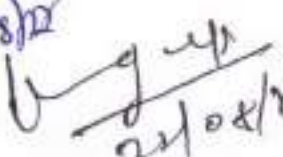
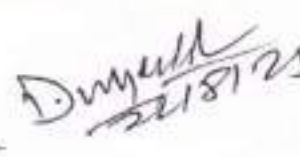


- <https://nptel.ac.in/courses/110107154>
- <https://www.youtube.com/playlist?list=PLEC357A2BC142F57E>
- <https://nptel.ac.in/courses/110105036>

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<p align="center"><b>Semester – III</b>  <b>ELECTIVE SPECIALISATION (2)</b>  <b>FINANCIAL ADMINISTRATION &amp; BANKING INSURANCE (FABI)</b>  <b>MANAGEMENT OF FINANCIAL SERVICES AND INTERNATIONAL FINANCE</b>  <b>(FT-FABI-2025305)</b>  <b>(Effective from Batch 2025-26)</b></p>
<ul style="list-style-type: none"> <li>• Financial System and Markets; Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services; New Financial Products and Services; Innovative financial Instruments.</li> <li>• Mutual Funds; Types/Classification of Funds, Reasons for Slow Growth. Merchant Banking; Meaning, Scope and Services of Merchant Banks. Managing of Issue Shares and Bonds; Debt Securitization; Credit Rating; Credit Cards.</li> <li>• Venture Capital; Concept, Meaning, Features, Scope of Venture Capital and Method of Venture Financing. Factoring, Forfeiting and Bill Credit Discounting.</li> <li>• International Financial Management: Nature, Scope and Objectives, International Financial System and institutions; IMF, World Bank. Foreign Exchange Market and its Functions.</li> <li>• An Overview of Financial Derivatives – Future; Forward Agreement Future Agreement. Options; Put option, Call Option, Hedging and Currency Swaps, International Cash Management.</li> </ul>
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Bhalla, V.K. Management of Financial Services. Anmol, New Delhi.</li> <li>• Bhalla, V.K. And Dilbag, Singh. International Financial Centres. New Delhi, Anmol. Ennew C, Trevor Watkins &amp; Mike Wright : Marketing of Financial Services, Heinemann Professional Pub.</li> <li>• Gordon, E and K. Nutrajan Emerging Scenario of Financial Services, Himalaya Publishing House.</li> <li>• Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, PHI.</li> <li>• Bhalla, V.K. International Financial Management, New Delhi, Anmol. Buckley, Adrian, Multinational Finance, New York, PHI.</li> <li>• A.P.G. Apte, International Financial Management, TMH, New Delhi.</li> </ul>
<p><b>Online Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.digimat.in/nptel/courses/video/110105057/L01.html">http://www.digimat.in/nptel/courses/video/110105057/L01.html</a></li> <li>• <a href="http://www.digimat.in/nptel/courses/video/110105057/L38.html">http://www.digimat.in/nptel/courses/video/110105057/L38.html</a></li> <li>• <a href="http://www.digimat.in/nptel/courses/video/110105057/L03.html">http://www.digimat.in/nptel/courses/video/110105057/L03.html</a></li> </ul>

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**Semester – III**  
**ELECTIVE SPECIALISATION (3)**  
**INTERNATIONAL BUSINESS & FOREIGN TRADE (IBFT)**  
**INTERNATIONAL BUSINESS, FOREIGN TRADE & GLOBAL SUPPLY CHAIN**  
**MANAGEMENT**  
**(FT-FBFT-2025304)**  
**(Effective from Batch 2025-26)**

- Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Meaning, Implications, Globalization as a driver of International Business. Evolution, Features and Dynamics of Multinational Corporations (MNCs).
- International Business Environment: Political Economy of International Business, Economic and Political, Systems, Legal Environment, Cultural Environment, Impact of Pandemic COVID-19 on international trade, Emerging Issues in International Business Environment.
- Concept of International Financial Environment, FDI, Brown field Investments, Basics of Forex Market, International Economic Institutions and Agreements: WTO, IMF, World Bank, UNCTAD Tariff and Nontariff Barriers, Concept and significance of balance of payments, Basic Concept of IFRS.
- Importance of Foreign Trade for a Developing Economy, Composition of India's Foreign Trade, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview.
- Introduction, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force. Stages of International Development, Issues in international Supply Chain Management.

**Suggested Readings:**

- Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
- International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
- Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
- International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
- International Business by P. Subha Rao
- Indian Economy, Dutt R and Sundharam K. P. M, S. Chand, Delhi
- Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
- Sunil Chopra & Peter Meindl, SUPPLY CHAIN MANAGEMENT, PHI
- Donald J. Bowersox David J. closs, LOGISTICAL MANAGEMENT, TATA MC GRAWHILL
- Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, Jaico Student Edition
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107145>
- <https://nptel.ac.in/courses/109107173>
- <https://nptel.ac.in/courses/110108056>

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<p align="center"><b>Semester – III</b>  <b>ELECTIVE SPECIALISATION (3)</b>  <b>INTERNATIONAL BUSINESS &amp; FOREIGN TRADE (IBFT)</b>  <b>EXPORT IMPORT PROCEDURES AND DOCUMENTATION</b>  <b>(FT-FBFT-2025305)</b>  <b>(Effective from Batch 2025-26)</b></p>	
<ul style="list-style-type: none"> <li>• Documentation Framework-Exim Documentation; International Business Contracts; Types, formation, Elements, Legal Dimensions, Dispute Settlement.</li> <li>• Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance.</li> <li>• Foreign Exchange Regulations and Formalities; Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures ; Role of Clearing and Forward Agents; Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo.</li> <li>• Negotiations of Documents with Banks; Procedures and documentation for availing export incentives-Duty draw backs, Import Licensing and other incentives; Processing of an Export Order.</li> <li>• World Shipping : Structure, Liners, and Tramps, Conference System; Freight and structure. Indian Shipping : Trends, Structure, Concepts of Dry Port, Containerization, Machinery for Consultation; Air Transport: International set-up, Freight rate structure.</li> </ul>	
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Bhalla, V.K. &amp; S. Ramu, 'International Business Environment &amp; Management', 5th ed., Delhi, Anmol.</li> <li>• Desai, H.B. 'Indian Shipping Perspectives', Delhi Anupam Publications.</li> <li>• Govt. of India, Handbook of Import-Export Procedures.</li> <li>• Puras Ram, Export : 'What, Where and How', Delhi, Anupam Pub.</li> </ul>	
<p><b>Online Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://mdu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf">https://mdu.ac.in/econtents/1198_e-book%20on%20export%20import%20procedure.pdf</a></li> <li>• <a href="https://nptel.ac.in/courses/110105157">https://nptel.ac.in/courses/110105157</a></li> <li>• <a href="http://elearn.nptel.ac.in/nptel/courses/video/110107112lec34.pdf">http://elearn.nptel.ac.in/nptel/courses/video/110107112lec34.pdf</a></li> </ul>	

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**Semester – III**  
**ELECTIVE SPECIALISATION (4)**  
**ARTIFICIAL INTELLIGENCE, BUSINESS ANALYTICS, DATA SCIENCE & INFORMATION SYSTEMS (AIBADSIS)**

**ARTIFICIAL INTELLIGENCE, BIG DATA ANALYTICS & INFORMATION SYSTEM**  
**(FT- AIBADSIS-2025304)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework & Recent Trends in Artificial Intelligence (AI), Chat GPT as AI Tools and, Applications in Business, Saving work time through AI Tools, setting up and using Chat GPT, Paid Chat GPT Features, How to input the information for better results, integrating Chat GPT with business processes,
- Conceptual Framework & Recent Trends in machine learning tools, natural language processing applications, AI-driven business insights, ethical considerations.
- Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst,
- Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations, Conceptual Framework & Recent Trends in Big Data Analytics.
- Conceptual Framework & Recent Trends in Information System, Role of data and information, Organization structures, Business Process, Systems Approach and introduction to Information Systems, Decision Support Systems (DSS), Business Process Reengineering (BPR), ERP.

**Suggested Readings:**

- Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
- Lewis, M. (2016). "Marketing data science: Modeling techniques in predictive analytics with R and Python". Pearson FT Press.
- Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
- Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
- Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.
- Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
- MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.
- MIS and Corporate Communications, Raj K. Wadwa, Jimmy Dawar, P. Bhaskara Rao, Kanishka Publishers.
- MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/106102220>
- <https://nptel.ac.in/courses/106105077>
- <https://nptel.ac.in/courses/110106072>
- <https://nptel.ac.in/courses/122105022>

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**Semester – III**  
**ELECTIVE SPECIALISATION (4)**  
**ARTIFICIAL INTELLIGENCE, BUSINESS ANALYTICS, DATA SCIENCE & INFORMATION SYSTEMS (AIBADSIS)**

**DATA MINING, WAREHOUSING & DATA VISUALISATION**  
**(FT-AIBADSIS-2025305)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework, Recent Trends & Business Applications of Data Mining, Social Implications of Data Mining, Data Mining from Data Base Perspective, Data Mining Techniques, a Statistical Perspective on data mining, Similarity Measures, Decision Trees, Neural Networks, Genetic Algorithms.
- Data Mining Functionalities, Data Preprocessing, Data Cleaning, Data Integration and Transformation, Data Reduction, Data Discretization.
- Conceptual Framework & Recent Trends in Data Warehousing, Data warehousing Components, Building a Data warehouse, Data Warehouse Architecture, DBMS Schemas for Decision Support.
- Data Extraction, Cleanup, and Transformation Tools –Metadata – reporting – Query tools and Applications – Online Analytical Processing (OLAP) – OLAP and Multidimensional Data Analysis.
- Conceptual Framework of Data Visualization, Data Preparation- Connecting to different data sets, Basic data prep and model on Power Query, Drill down and Tooltip, AI visuals (Q&A, Analyze, Decomposition), Data Visualization and Dashboards- Inbuilt visuals, Custom visuals, Learn from existing reports, Visualization as a Tooltip, Final dashboard – putting it together Filter, slicer, bookmarks, buttons. Basics of Power BI Service & Tableau.

**Suggested Readings:**

- Jiawei Han & Micheline Kamber, "Data Mining Concepts & Techniques", 2011, 3<sup>rd</sup> Edition.
- Margaret H. Dunham, "Data Mining Introductory and Advanced Topics", Pearson Education 2003.
- K.P. Soman, Shyam Diwakar and V. Ajay "Insight into Data mining Theory and Practice", Easter Economy Edition, Prentice Hall of India, 2006.
- G. K. Gupta "Introduction to Data Mining with Case Studies", Easter Economy Edition, Prentice Hall of India, 2006.
- The Definitive Guide to DAX – 2<sup>nd</sup> Edition Marco Russo Alberto Ferrari
- M Is for (Data) Monkey: A Guide to the M Language in Excel Power Query Ken Puls & Miguel Escobar
- Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software by Daniel G. Murray. 1st Edition, WILEY.
- Steve Wexler, Jeffrey Shaffer, Andy Cotgreave: The Big Book of Dashboards – visualizing your data using real world business scenarios; Wiley
- Ryan Sleeper: Practical Tableau
- Cole Nussbaumer Knaflic : Storytelling with data- a data visualization guide for business professionals ; Wiley
- Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics by Nathan Yau. 1st Edition

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107092>
- [https://onlinecourses.warviam2.ac.in/imb25\\_img218/preview](https://onlinecourses.warviam2.ac.in/imb25_img218/preview)

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**Semester – III**  
**ELECTIVE SPECIALISATION (5)**  
**AGRI BUSINESS, COOPERATIVE, DAIRY, RURAL & FOREST MANAGEMENT**  
**(ABCDRFM)**

**AGRI RURAL BUSINESS MANAGEMENT & LEADERSHIP**  
**(FT- ABCDRFM-2025304)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework, Recent Trends & Business Applications of Agricultural & Rural Business Management, Forms of business organisation, production relationships, cost concept, farm planning.
- Agricultural marketing, agribusiness and balance sheet analysis, project preparation, role of agro-processing in agribusiness development.
- Conceptual Framework & Recent Trends of Rural Development, Various Rural Development Programmed Launched by Govt. of India.
- Conceptual Framework & Recent Trends of Rural Management, Rural Marketing Financial, Production & Supply Chain Management,
- Framework & Recent Trends in Rural Leadership, types of leaders in rural context; extension administration: meaning and concept, principles and functions. Meaning and process of communication, verbal and nonverbal communication.

**Suggested Readings:**

- Financing Agri-Business by Shete, N. B.
- Agribusiness Management by Freddie L. Barnard
- Farm Management And Agriculture Marketing by Parmeshvar Singh
- Agri-business: Marketing and Management by S N Choudhary
- Financial Management in Agriculture by Peter Barry

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107092>
- [https://onlinecourses.swayam2.ac.in/imb25\\_mpt218/preview](https://onlinecourses.swayam2.ac.in/imb25_mpt218/preview)

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**Semester – III**  
**ELECTIVE SPECIALISATION (5)**  
**AGRI BUSINESS, COOPERATIVE, DAIRY, RURAL & FOREST MANAGEMENT**  
**(ABCDRFM)**

**COOPERATIVE, CROP & DAIRY MANAGEMENT**  
**(FT- ABCDRFM-2025305)**  
**(Effective from Batch 2025-26)**

- Principles of cooperation, process of cooperative formation, cooperative legislation, governance in agribusiness cooperatives, management of cooperatives, overview of agribusiness cooperatives.
- Credit cooperatives, production/processing based cooperatives, cooperative marketing, dairy cooperatives, and tribal cooperatives.
- Financing agribusiness cooperatives, business development planning for cooperatives, MIS for agribusiness cooperatives, collective action and leadership in cooperatives, promotion of cooperative movement-education and training.
- Conceptual Framework & Recent Trends of Crop of Management, Basic Practices of Crop Production, Preparation of Soil, Sowing, Adding Manure and Fertilizers, Irrigation, Protection from Weeds, Harvesting, Storage.
- Conceptual Framework & Recent Trends of Dairy Management, Recognize Different breeds of Cows & buffaloes, Carryout various tests by collecting milk sample, Prepare sterilized toned and doubled toned milk followed by packing, Prepare of butter ghee and other dairy products, cleaning & sanitation of sheds & Animals, Preparation of feed and fodder, Layout for Animal Houses.

**Suggested Readings:**

- Food Preservation and Safety: Principles and Practice by Vangarde & Woodburn
- Food Processing Technology: Principles and Practice by P.J Fellows
- Experimental Food Science by Penfield and Campbell
- Hand Book of Co-operative Audit, Anmol Publications, New Delhi by Kapoor, D.R.
- Krishnaswami O.R. Principles of Cooperative Audit, Oxford and IBH Pub. Co, New Delhi. Reference Books
- Samiuddin, Mahfoozur Rahman and Hifzur Rehman. Cooperative Accounting and Auditing, Himalaya Publishing House, New Delhi.
- Kameswara Rao, Y. Principles and Practice of Cooperative Audit, Sri Meheresh Publications, Hyderabad.
- Saxena, R.G. Principles and Practice of Auditing, Himalaya Publishing House.
- Tandan, BN. Sudharsanan, S. and S.Sundhra Babu, A Hand Book of Practical Auditing, S.Chand & Co, New Delhi. ,
- S.Vengadamani, Practical Auditing, Margham, Chennai.
- Ravinder Kumar and Virendra Sharma, Principles and Practice of Auditing , New Delhi.

**Online Courses and Resources:**

- [https://onlinecourses.swayam2.ac.in/nou20\\_ag16/preview](https://onlinecourses.swayam2.ac.in/nou20_ag16/preview)
- [https://nptel.ac.in/domains/discipline/105/course=105\\_1](https://nptel.ac.in/domains/discipline/105/course=105_1)
- <https://ncert.nic.in/textbook/pdf/hesc101.pdf>

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**Semester – III**  
**ELECTIVE SPECIALISATION (6)**  
**EVENT, MEDIA, TOURISM AND HERITAGE MANAGEMENT**  
**(EMTHM)**

**HERITAGE, AVIATION, TRAVEL & TOURISM MANAGEMENT**  
**(FT- EMTHM-2025304)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Heritage Management, Historical Monuments of India, Art, Architecture, Major Fairs and Festivals, Classical Dances, Indian Music, Indian Museums, Handicrafts of India, Challenges of Heritage Management. Heritage Management & Sustainable Development, Role of digital technology in Heritage Management. Preservation and Conservation, Role of local people participation in Heritage Management. Archaeological Survey of India (ASI).
- Conceptual Framework & Recent Trends of Aviation Management, Aviation History, Functions and Roles of ICAO, IATA, DGCA and Airport Authority of India, Types of Airlines, Aircrafts-Manufacturing Companies : Boeing, Air Bus; Airport Management: Procedures and Practices.
- Contemporary Issues in Travel and Tourism (Socio - Cultural, Economic, Ecological, Political, Legal and Technological), Latest Trends in Travel and Tourism – Cyber and Social Media Issues - Transport Technology - Tourism Satellite Accounting - Discussions and Debates on the Current Travel Trade.
- Conceptual Framework & Recent Trends of Tourism Management, History of Indian Tourism, Old and New Age Tourism, Types of Tourism, Components of Tourism Industry (Transport, Accommodation, Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure).
- Tourism Organizations: UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.

**Suggested Readings:**

- Adishakti Laretna T. (2012), Heritage Management "A Professional Opportunity for the Future" Asmita Samwad.
- B. Cardon de Lichtbaer (2002), Heritage and sustainable development, naturopa, the Council of Europe.
- Bhardwaj S. (2012), Sustainable Marketing of Cultural and Heritage Tourism, New Delhi.
- Cook, G. N., & Billig, B. G. (2017). Airline Operations and Management. London: Routledge.
- Singh, R. (2008), Handbook of Global Aviation Industry and Hospitality Services. New Delhi: Kanishka Publishers.
- Goeldner, C., & Ritchie, J.R. (2011). Tourism, Principles, Practices, Philosophies. New Jersey: John Wiley.
- Swain, S.K. & Mishra, J.M. (2011). Tourism Principles and Practices. New Delhi: OUP.
- Tribe, J. (Ed.). (2009). Philosophical Issues in Tourism. United Kingdom: Channel View Publications.
- Jamal, T., & Robinson, M. (Eds.). (2009). The SAGE Handbook of Tourism Studies. United Kingdom: Sage Publications.
- Thomas, R. (2013). Small Firms in Tourism. United Kingdom: Routledge.
- Cooper, C. (2008). Tourism Principles and Practice. New Delhi: Prentice Hall.
- Bhardwaj, D.S., & Chaudhary, M. (1997). Contemporary Issues in Tourism. Mumbai: Himalaya Publishing House.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/124105003>
- [https://onlinecourses.swayam2.ac.in/ccc20\\_ge19/preview](https://onlinecourses.swayam2.ac.in/ccc20_ge19/preview)

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**Semester – III**  
**ELECTIVE SPECIALISATION (6)**  
**EVENT, MEDIA, TOURISM AND HERITAGE MANAGEMENT**  
**(EMTHM)**

**E-TOURISM, EVENT & MEDIA MANAGEMENT**  
**(FT- EMTHM-2025305)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Digital Tourism, Opportunities & challenges of Digital Tourism Business, Digital Tourist, Online reviews and reputation management,
- Social Media Marketing of Tourism, Social Media Campaign Process, Development of Social Media Content and Communities for E-Tourism, Digital Marketing Analytics for E-Tourism.
- Conceptual Framework of Event Management, Types of Events, Size of Events Trends of Event Business, Roles and Functions of Event Manager, Attributes of Technical Staff, Preparation of Operation Manual, Developing Record Keeping Systems.
- Selection of Event Site, Layouts and Designs, Site Map or Plan-Audiovisual, Lighting and Sound, Event Laws & Regulations, Planning and Scheduling Events, Bidding for Events, Events Theme- Color, Decor, Focal Points, Fabrics, Furnishing, Lighting, Audio visual, Event Logistics, Security, Transport, Parking, Accommodation, Special Needs and Disabled Requirements.
- Conceptual Framework of Media Management, Growth of Media Management, Changing Phases of Media Management, Challenges and issues in Media Management: finance, personnel, land, machinery etc., Market Forces, performance evaluation (TAM, TRP, BARC and HITS).

**Suggested Readings:**

- Buhalis, D. (2003). E-tourism: Information Technology for Strategic Tourism Management. London: Pearson (Financial Times/Prentice Hall).
- Chaffey, D. (2013). E-Business and E-Commerce Management: Strategy, Implementation and Practice. England: Prentice Hall.
- Chaffey, D. (2014). Digital Business and E-Commerce Management. New Delhi Pearson Education Limited, New Delhi.
- Mittal, S. (2017). Event Management: Ultimate Guide to Successful Meetings, Corporate Events, Conferences, Management & Marketing for Successful Events: Become an event planning pro & create a successful event series. Alex Genadinik Publication, Kindle Edition.
- Vinita Kohli Khandekar, Indian Media Business, Sage, 2010.
- Pradip Ninan Thomas, Political Economy of Communications in India, Sage, 2010.

**Online Courses and Resources:**

- [https://onlinecourses.swayam2.ac.in/isrb25\\_mg82/preview](https://onlinecourses.swayam2.ac.in/isrb25_mg82/preview)
- [https://onlinecourses.swayam2.ac.in/naa20\\_get01/preview](https://onlinecourses.swayam2.ac.in/naa20_get01/preview)

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**Semester – III**  
**ELECTIVE SPECIALISATION (7)**  
**PHARMA, HEALTHCARE, HOSPITAL & SPORTS MANAGEMENT**  
**(PHHSM)**

**PHARMA, HEALTHCARE AND HOSPITAL MANAGEMENT**  
**(FT- PHHSM-2025304)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework & Recent Trends of Health and Medicine, Dimensions of Health, Concept of well-being, Determinants of Health, Indicators of Health, Levels of Healthcare, Health system in India (Centre, State and District level), Primary Healthcare, Elements and Principles of Healthcare, Public Health Sector, Private Health Sector, Indigenous System of Medicine, Voluntary Health Agencies, IPHS for District Hospitals, CHC, PHC and SC.
- Conceptual Framework & Recent Trends in Hospital Management, Classification of Hospital, Hospital as System, Hospital as Organisation, Various Departments in Hospital, Functions of Hospitals.
- Concept of Hospital Administration, Role of Hospital Administration, Role towards Patients, Organisation and Community, Skills and qualities of Hospital Administrator.
- Important agencies and their role in healthcare activities WHO, UNICEF, FAO, ILO, Indian Red Cross society, UNFPA, World Bank, Asia Development Bank, Ford Foundation, CARE, Rockefeller Foundation, Family welfare and planning.
- Overview of the way in which Pharma sector is organized, Difference types of organizations and work done by the pharma sector, Managerial Challenges faced by the Pharma sector managers, Contemporary Issues in Pharmaceutical Management.

**Suggested Readings:**

- Paul Hersey and Ken Blanchard (1995): Management and Organization Behavior, PHI Publication.
- Massie, Joseph L. Essentials of Management, 4th Edition, (Prentice Hall).
- Social and Preventive Medicine. K. Park.
- Kosherbayeva, L., Kalmakhanov, S., Hailey, D., Pazilov, S., Seiduanova, L., Kozhamkul, R., & Jarylkasynova, G. (2020). Rethinking priorities in hospital management: a case from Central Asia, Health Policy and Technology, 9(3), 391-396.
- Pfannstiel, M. A., & Rasche, C. (2019). Service design and service thinking in healthcare and hospital management. Springer International Publishing.
- Pharmaceutical Marketing by Subba Rao
- Pharmaceutical Marketing by Dimitris and Dogramatzis
- Pharmaceutical Marketing by Smith
- Marketing Management, A South Asian Perspective by Kotlar
- Marketing Management, Planning, Implementation and Control by Ramaswami and Namakumari.
- Marketing Management and Administrative Action, Tata McGraw Hill

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110104095>
- [https://onlinecourses.swayam2.ac.in/imh24\\_mg125/preview](https://onlinecourses.swayam2.ac.in/imh24_mg125/preview)

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**Semester – III**  
**ELECTIVE SPECIALISATION (7)**  
**PHARMA, HEALTHCARE, HOSPITAL & SPORTS MANAGEMENT**  
**(PHSM)**

**CLINICAL DATA & SPORTS MANAGEMENT**  
**(FT- PHSM-2025305)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Clinical Data Management, The Working process in Clinical data Management working with a range of computers applications, database system to support collection cleaning and management in clinical trails.
- Query Management: data correction as per the source documentation, types of query , how to manage a query generated by the data management team, generation of queries ( system generated and manual query), identification of query ,audit trail.
- CRF design & development ( Paper & electronic ), data base build up & testing , how to prepare Sop of CDM, How to capture the data from the site, data entry in ECR / paper CRF, Query management process in CDM Data validation Rules,
- Testing the validity of data in accordance with the protocol specifications as per the clinical trial studies Prospective Validation, Concurrent Validation, Retrospective Validation, Revalidation (Periodic and After Change) , Verification of Validation (QA Validation )
- Management of Sports: Management of Sporting and Recreation Organisation, Decision process and Leadership in Sports Management, Delivery of Recreation Services, Impact of Organisational Process on Individual, Contemporary Issues in Sports Management.

**Suggested Readings:**

- Practical Guide to Clinical Data Management, 3rd Edition
- Clinical Data Management Second Edition
- Handbook of Research on Information Technology Management and Clinical Data Administration in Healthcare Hardcover – Import, 15 June 2009 by Ashish N. Dwivedi (Editor)
- S P Robins - Organizational Behaviour: Prentice Hall India Ltd.

**Online Courses and Resources:**

- [https://onlinecourses.gwaym2.ac.in/cec22\\_ed31/preview](https://onlinecourses.gwaym2.ac.in/cec22_ed31/preview)
- [https://onlinecourses.nptel.ac.in/noc21\\_hs62/preview](https://onlinecourses.nptel.ac.in/noc21_hs62/preview)

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**Semester – III**

**Summer Internship Presentation Viva Voce Mandatory Value-Added Course  
Ability Enhancement & Skill Development (FT-MVACAESD-2025306)  
(Effective from Batch 2025-26)**

- **OBJECTIVES:** The objective of the summer internship program is to encourage the skills development of MBA students (in all/any specialized functional area(s)). To encourage practical thinking and application of management/ functional knowledge.
- **OUTCOMES:** Live direct/ hands-on, on the spot field exposure with the different formats of business organizations. Helpful in developing problem-solving approach, innovative thinking in all possible formats of organization, backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.

Summer Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional area(s)). In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm, Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc. The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time III semester examination and shall carry 100 marks. In case of UTD, The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the Institute and One Internal Faculty to be appointed by the Director of the Institute. In case of all Private College Affiliated to the University, The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the Institute or any other Faculty as the Internal Examiner & One External Examiner to be Appointed by the Examination Committee of the University.

The student shall be required to submit a Self-Declaration Form certifying his/her of completing the Summer Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue, appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

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**Semester – IV**

**CREATIVITY, INNOVATION, ENTREPRENEURSHIP & STARTUP MANAGEMENT  
(FT-2025401)**

**(Effective from Batch 2025-26)**

- Nature of Creativity. Convergent Vs Divergent Thinking and Their relationship with Creativity. Individual Creativity Vs Team Creativity. Factors that affect Individual Creativity. Factors that affect Team Creativity. Creative Personality and Blocks to Creative Personality.
- Innovation in Organizations: Meaning, Process, Types, Levels, Influencing Factors. Innovation Sponsoring Capability. Climate / Culture required for creativity and innovation in organizations. Relationship between Creativity, Innovation and entrepreneurship.
- Concept of Entrepreneurship. Process of Entrepreneurship. Entrepreneurial Motives. Enablers of Entrepreneurial Intentions. Entrepreneurial Competencies. Characteristic Features of Corporate Entrepreneurship. Differences between Entrepreneurship and Intrapreneurship.
- Concept of Social Entrepreneurship, Differences between Normal Entrepreneurs and Social Entrepreneurs, Need and Benefits of Social Enterprise, Ethical Issues in Entrepreneurship, Conceptual Framework of Women Entrepreneurship.
- The New Industrial Revolution, The Big Idea, Generate Ideas with Brainstorming, Business Start-up Ideation, The Six Forces of Change- The Start-up Equation, Identifying Startup Capital Resource requirements, Constructing a Process Map, Approval for New Ventures, Funding Strategies with Bootstrapping, Crowd Funding, Preparation of Startup Project Report.

**Suggested Readings:**

- Amabile, T. M. (1996). Creativity in Context, Boulder, CO: Westview Press.
- Barron F. (1969). Creative Person and Creative Process, New York: Holt, Rinehart, and Winston.
- Csikszentmihalyi, M. (1996). Creativity, flow and the psychology of discovery and invention. New York: Harper Collins.
- Csikszentmihalyi, M. (1996). Creativity: Flow and the psychology of discovery and invention, New York, NY: HarperCollins.
- Khandwalla, P. N., (1988). Fourth Eye: Excellence through Creativity, Wheeler Publishers.
- Khandwalla, Pradip N. (2003). Corporate creativity: The winning edge. New Delhi (India): Tata McGraw Hill Education Private Limited.
- Kirton, M. J. (1994). Adaptors, & innovators: Styles of creativity and problem solving (II edition). New York: Routledge.
- Kuhn, R. L. (Ed.) (1988). Handbook for Creative and Innovative Managers. New York: McGraw-Hill.
- Raj Shankar – "Entrepreneurship Theory and practice". Vijay Nicole Imprints Pvt td, Chennai 2012
- Kuratko, F.D. & Hodgetts, M.R., "Entrepreneurship Theory, Process, Practice (6thed), Thomson South Western Pub, Singapore.
- Desai Vasant, " Dynamics of Entrepreneurship Development and Management, Himalaya Pub House, Mumbai, 2008.
- Khanka, S.S., "Entrepreneurship Development," S.Chand and Co.Ltd, New Delhi, Revised Ed, 2012
- Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S. R. Bhowmik, M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ju-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

**Online Free Courses and Resources:**

- <https://nptel.ac.in/courses/110107094>
- <https://nptel.ac.in/courses/127105007>

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**Semester – IV**  
**INTERNATIONAL MARKETING**  
**(FT-2025402)**  
**(Effective from Batch 2025-26)**

- Nature and Scope of International Marketing, Significance of International Marketing, Foreign Trade Concepts and Theories.
- Analysis of International Marketing Environment, India's Current Export Import Policy, Recent Trends in India's Foreign Trade, Institutional set- up for Export Promotion, Export Houses, Export Documentation and Procedure.
- International Marketing Research, Organisational Structures in Foreign Market, Managing International Marketing Communication and its Sales Force, Emerging Trends in International Retail Business.
- Overseas Market- Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports including Fairs and Exhibitions.
- Letter of Credit, Credit Risk Insurance with Reference to ECGC- Functioning & Evaluation, Functioning of WTO, UNCTAD.

**Suggested Readings:**

- Bhattacharya, B. Export Marketing : Strategies for Success, New Delhi, Global Business Press. Joshi, R. M. "International Business" Oxford, New Delhi
- Keegan, Warren. Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Onkvisit, Sak and Shaw, J.J. International Marketing : Analysis and Strategy : New Delhi, Prentice Hall of India.
- Panda Tapan, Marketing in the New Global Order, Excel Books, New Delhi. Terpstra, Vern and Sarthy, R. International Marketing, Orlando, Dryden Press.
- Walter, I and Murphy, T. Handbook of International Business, New York, John Wiley. Vasudeva P.K., International Marketing, Excel Books, New Delhi.

**Online Free Courses and Resources:**

- <https://nptel.ac.in/courses/110105157>
- [https://onlinecourses.swayam2.ac.in/imb25\\_mg60/preview](https://onlinecourses.swayam2.ac.in/imb25_mg60/preview)

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<p style="text-align: center;"><b>Semester – IV</b>  <b>MARKETING OF SERVICES</b>  <b>(FT-2025403)</b>  <b>(Effective from Batch 2025-26)</b></p> <ul style="list-style-type: none"> <li>• Concepts, Nature, Emergence, Growth and Importance of Services, Challenges in Marketing of services, Service Classification.</li> <li>• Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour in Market of Services, Segmentation, Targeting and Positioning of Service Marketing.</li> <li>• Marketing Mix in Service Marketing, Advertising, Branding Issues of Services, Relationship Marketing, Retail Marketing.</li> <li>• Marketing Information System and Marketing Research in Service Marketing, Strategies for Services Marketing, Designing of Service Strategy.</li> <li>• Service Vision, Issues concerning Service quality and Quality Models. E-Marketing and Marketing of Services in Various Business Areas, Development of Service Market in Indian Business.</li> </ul> <p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc.</li> <li>• Lovelock, Christopher H. Service Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc.</li> <li>• McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann.</li> <li>• Nargundkar R and T.K. Panda, Managing Customer Relationship in Service Industries, Excel Books, New Delhi.</li> <li>• Bhattacharya C. Service Marketing, Excel Books, New Delhi.</li> <li>• Newton M P Payne, A. The Essence of Service Marketing. New Delhi, Prentice Hall of India. Verma, H V. Marketing of Services. New Delhi, Global Business Press.</li> <li>• Zeithaml, V A and BitMBA SYLLABUS 2016-18 (CBCS)ner, M J Services Marketing. New York, McGraw Hill.</li> </ul> <p><b>Online Free Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://nptel.ac.in/courses/110107142">https://nptel.ac.in/courses/110107142</a></li> <li>• <a href="https://nptel.ac.in/courses/110105078">https://nptel.ac.in/courses/110105078</a></li> </ul>
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**Semester – IV**  
**ELECTIVE SPECIALISATION (I)**  
**HUMAN RESOURCE MANAGEMENT**  
**(HRM)**

**LEGAL FRAMEWORK OF HRM & INDUSTRIAL RELATIONS**  
**(FT- HRM-2025404)**  
**(Effective from Batch 2025-26)**

- The Factory Act, 1948, Contract Labour Act, 1952, The Minimum Wages Act, 1948, Payment of Wage Act, 1936,
- Equal Remuneration Act, 1976, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972,
- Provident Fund and Miscellaneous Provisions Act, 1952, Employees Compensation Act, 1923, Employees State Insurance Act, 1948, Conceptual Framework of Child Labour Prohibition Act, & Bonded Labour Prohibition Act.
- Conceptual Framework of Industrial Relations, Common Reasons of Industrial Disputes, Meaning of Trade Union, The Trade Union Act, 1926, Current Status of Trade Unions in India. Problems and Probable Solutions of Trade Unions in India.
- Industrial Employment (Standing Orders) Act, 1946, Industrial Disputes Act, 1947, Workers Participation in Management, Collective Bargaining and Negotiation, Grievance Handling Management, Management of Discipline, Government System of Labour Administration In India, Wages, Dearness Allowance, Bonus and Fringe Benefits System In India.

**Suggested Readings:**

- Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company.
- Malhotra, O P. The Law of Industrial Disputes. Vol.I and II. Bombay, N.M. Tripathi.
- Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.
- Seth, D.D. Industrial Dispute Act, 1947, Vol.I & II. Bombay.
- Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.
- N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.
- Mishra L., Case Laws on Industrial Relations, Excel Books, New Delhi.
- Koehan, T.A. and Katz Henry. Collective Bargaining and IR, Homewood Illinois Richard D. Irish.
- Mamkootam, K. Trade Unionism. Myth and Reality. New Delhi, Oxford University Press.
- Niland J R etc. The Future of Industrial Relations. New Delhi, Sage.
- Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO.
- Arora M., Industrial Relations, Excel Books, New Delhi.
- Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press.
- Virmani, B.R. Participative Management vs. Collective Bargaining . New Delhi, Vision Books, Webb, Sidney & Webb, Headrice. Industrial Democracy. Melbourne, Longman.
- Personnel Management and Industrial Relations, P.C. Tripathi, Sultan Chand & Sons, New Delhi.
- Dynamics of Industrial Relation in India, C.B. Mamoria, Himalaya, New Delhi.
- Modern Labour Law and IR, Srikantha Mishra, Sultan Chand & Sons, New Delhi.
- Industrial Relations in India, V.P. Michael, Himalaya Publishing, New Delhi.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110103506>
- [https://onlinecourses.nptel.ac.in/noc22\\_mg52/preview](https://onlinecourses.nptel.ac.in/noc22_mg52/preview)
- Case Studies / Published Researched Papers / Research Works

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<p style="text-align: center;"><b>Semester – IV</b>  <b>ELECTIVE SPECIALISATION (I)</b>  <b>HUMAN RESOURCE MANAGEMENT</b>  <b>(HRM)</b></p>
<p style="text-align: center;"><b>CRISIS, CROWD &amp; DISASTER MANAGEMENT</b>  <b>(FT- HRM-2025405)</b>  <b>(Effective from Batch 2025-26)</b></p>
<ul style="list-style-type: none"> <li>• Conceptual Framework &amp; Scope of Disaster Management, Factors and Significance of Hazard and Vulnerability, Natural and Man Made Disasters, Impact of Disaster on Socio, Economic and Psychological conditions.</li> <li>• Consequences of Disasters and Hazards, Loss of Human and Animal Life, Pre-Disaster Management, Role of IT, RS, GIS, GPS and ICS in Early Warning and Prediction Systems.</li> <li>• History of Disasters and Types of Hazards (Earthquakes, Volcanisms, Cyclones, Tsunamis, Floods, Droughts and Famines, Landslides &amp; Avalanches), Disaster Management and Planning, Post Disaster Management Planning - Management of Essential Supplies and Temporary Shelter Relief, Evacuation &amp; other Logistic Management, Site Management.</li> <li>• Conceptual Framework of Crisis Management, Identifying a Crisis, Steps in managing crisis - establishing crisis executive management team, crisis management team and crisis communication team, Rescue, relief, rehabilitation and reconstruction, Crisis Management Plan.</li> <li>• Conceptual Framework of Crowd Management, Causes and Triggers for Crowd Disasters (As per NDMA), Impacts of Crowd Disasters, Constitutional and Legal Provisions Regarding Crowd Management, Way Forward for Crowd Management (NDMA Guidelines)</li> </ul>
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.</li> <li>• Carter, W. Nick, 1991: Disaster Management, Asian Development Bank, Manila.</li> <li>• Central Water Commission, 1987, Flood Atlas of India, CWC, New Delhi.</li> <li>• Central Water Commission, 1989, Manual of Flood Forecasting, New Delhi.</li> <li>• Government of India, 1997, Vulnerability Atlas of India, New Delhi.</li> <li>• Sahni, Pardeep Et.Al. (Eds.) 2002, Disaster Mitigation Experiences and Reflections</li> <li>• <a href="http://ndma.gov.in/sites/default/files/PDF/Reports/managingcrowdsguide.pdf">http://ndma.gov.in/sites/default/files/PDF/Reports/managingcrowdsguide.pdf</a></li> <li>• <a href="https://www.pmfias.com/crowd-management/">https://www.pmfias.com/crowd-management/</a></li> </ul>
<p><b>Online Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://nptel.ac.in/courses/124107010">https://nptel.ac.in/courses/124107010</a></li> <li>• <a href="https://nptel.ac.in/courses/105104183">https://nptel.ac.in/courses/105104183</a></li> <li>• Case Studies / Published Researched Papers / Research Works</li> </ul>









**Semester – IV**  
**ELECTIVE SPECIALISATION (2)**  
**FINANCIAL ADMINISTRATION & BANKING INSURANCE**  
**(FABI)**

**CORPORATE TAXATION, GST & REAL ESTATE FINANCE**  
**(FT- FABI-2025404)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Income Tax in India, Residential Status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions for Corporate Assesses, Minimum Alternate Tax (MAT).
- Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Tax Planning Relating to Amalgamation and Merger of Companies.
- Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.
- Conceptual Framework of Goods and Service Tax (GST), Causes for adoption and implementation of GST in India, Favorable impacts and difficulties of GST, Classification of GST: Dual and Integrated GST, Important terms (CGST / IGST / SGST / UTGST).
- Conceptual Framework & Trends of Real Estate in India, Role of Real Estate, Real Estate Investment Routes, Real Estate Indices, Recent Trends in Indian Insurance & Global Insurance Market, Conceptual Framework of Real Estate Insurance.

**Suggested Readings:**

- Ahuja, U.K. & Gupta, Ravi Systematic Approach to Income Tax, Allahabad, Bharat Law House.
- Ranina, H.P. Corporate Taxation : A Handbook, New Delhi, Oriental Law House.
- Singhania, V K. Direct Tax Planning & Management, Taxman Pub.
- Srinivas E.A. Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.
- Singhania, V K. and Singhania Kapil, Direct Tax Planning & Management, Taxman Pub.
- [https://www.rcmiindore.org/wp-content/uploads/2021/01/GST\\_Hons\\_III\\_2021.pdf](https://www.rcmiindore.org/wp-content/uploads/2021/01/GST_Hons_III_2021.pdf)
- Financial Planning & Wealth Management, Concepts and Practice, Joydeep Sen, Shroff Publishers
- Wealth Engine, Indian Financial Planning and Wealth Management Handbook, Sundar Sekharan
- Introduction to Financial Planning, Indian Institute of Banking and Finance
- Financial Planning: A Ready Reckoner-Madhu Sinha.
- The Appraisal of Real Estate. Thirteenth Edition, Appraisal Institute, Chicago, Illinois, 2008.
- William B. Brueggeman, Ph.D. and Jeffrey D. Fisher, Real Estate Finance and Investments, Tenth Edition.
- Griswold, S. Robert, Real Estate Investment UBS Ltd, New Delhi

**Online Courses and Resources:**

- <https://rmit.ac.in/courses/110106512>
- <https://rmit.ac.in/courses/110105156>
- Case Studies / Published Researched Papers / Research Works



**Semester – IV**  
**ELECTIVE SPECIALISATION (2)**  
**FINANCIAL ADMINISTRATION & BANKING INSURANCE**  
**(FABI)**

**DERIVATIVES & FOREX RISK MANAGEMENT**  
**(FT- FABI-2025405)**  
**(Effective from Batch 2025-26)**

- Features of a Financial Derivative, Types of Financial Derivatives, Basic Financial derivatives, History of Derivatives Markets, Uses of Derivatives
- Pricing and Trading Mechanism in Forward Market, Forward Contract concept, Features of Forward Contract, Classification of Forward Contracts, Forward Trading Mechanism, Forward Prices Vs Future Prices.
- Conceptual Framework of Options, Options and Swaps, Types of options, Option Valuation, Option Positions Naked and Covered Option, Determinants of Option Prices, Option Pricing, Basic Principles of Option Trading.
- Concept, Evaluation and Features of Swap, Types of Financial Swaps, Interest Rate & Currency Swap, Debt Equity Swap, Financial Futures Contracts, – Types of Financial Futures Contract, Traders in Futures Market in India, Futures Market Trading Mechanism, Specification of the Future Contract, Clearing House, Operation of Margins, Settlement, Forward Contract Vs. Futures Contracts.
- Conceptual Framework of Foreign Exchange Risk Management, Techniques of Risk Management (Internal (Passive hedging) : Netting, Matching, etc., & External (Active hedging) e.g. Forward contract, future contract, etc.), Difference between forex exposure and forex risk.

**Suggested Readings:**

- Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007
- Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, Delhi.
- Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.
- C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chund & Sons, New Delhi
- Vijayabhaskar P and Mahapatra B., DERIVATIVES SIMPLIFIED, RESPOSE BOOKS, Sage Publications, New Delhi
- <https://www.shrihacollegelatur.org.in/Department/StudyMaterial/comp/comp3yr/25%20Instrument%20and%20Techniques%20of%20Risk%20Management.pdf>
- <https://dde.ponduni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Finance/5FinancialDerivatives.pdf>
- <https://dde.ponduni.edu.in/files/StudyMaterials/MBA/MBA4Semester/IB/5ForexManagement&CurrencyDerivatives.pdf>

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110107128>
- <https://nptel.ac.in/courses/110105071>
- Case Studies / Published Researched Papers / Research Works



**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (3)**  
**INTERNATIONAL BUSINESS & FOREIGN TRADE**  
**(IBFT)**

**INTERNATIONAL LOGISTICS MANAGEMENT**  
**(FT- IBFT-2025404)**  
**(Effective from Batch 2025-26)**

- Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.
- Transportation: Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.
- General Structure of Shipping: Characteristics- Types of shipping- liner and tramp operations; Conference Chartering operation- Freight structure and practices; Chartering principles and practices; UN convention on shipping information- Documents for shipping of goods.
- Air Transport: Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities- Cargo handling- Information Support System.
- Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

**Suggested Readings:**

- Asopa, V.N SHIPPING MANAGEMENT CASES AND CONCEPTS, Macmillan, New Delhi.
- Desai, H.P INDIAN SHIPPING PERSPECTIVES, Anupam Publications, Delhi,
- Khanna, K.K. PHYSICAL DISTRIBUTION, Himalaya Publishing, Delhi.
- Lambert, D et al STRATEGIC LOGISTIC MANAGEMENT, Tata McGraw Hill, New Delhi.
- SHIPPING DOCUMENTS AND REPORTS, UNCTAD
- <https://ade.ponduni.edu.in/Files/Study/Materials/MBA/MBA4Semester/IB/4InternationalLogisticsManagement.pdf>

**Online Courses and Resources:**

- <https://hrtel.ac.in/courses/109105494>
- <https://hrtel.ac.in/courses/110106045>
- Case Studies / Published Researched Papers / Research Works



**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (3)**  
**INTERNATIONAL BUSINESS & FOREIGN TRADE**  
**(IBFT)**

**CROSS CULTURAL BUSINESS MANAGEMENT**  
**(FT- IBFT-2025405)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Culture for a Business Context, Brief wrap up of organizational culture & its dimensions, Cultural Background of business stakeholders [managers, employees, share holders, suppliers, customers and others].
- Global Business Scenario and Role of Culture A Frame work for Analysis, Elements & Processes of Communication across Cultures, Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures, Culture Implications for Team Building.
- Conceptual Framework of Cross Culture Negotiation & Decision Making, Process of Negotiation and Needed Skills & Knowledge Base, Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance], Structure & Culture in an organizational Context.
- Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre, Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.
- Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

**Suggested Readings:**

- Cashby Franklin, REVITALIZE YOUR CORPORATE CULTURE: PHI, Delhi
- Deresky Helen, INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, PHI, Delhi
- Esenn Drlarry, Rechildress John, THE SECRET OF A WINNING CULTURE: PHI, Delhi
- <https://ddc.ponduni.edu.in/files/StudyMaterials/MBA/MBA4Semester/IB/3CrossCulturalBusinessManagement.pdf>

**Online Courses and Resources:**

- [https://onlinecourses.swinburn2.ac.in/mtr24\\_ed20/preview](https://onlinecourses.swinburn2.ac.in/mtr24_ed20/preview)
- Case Studies / Published Researched Papers / Research Works

The bottom of the page features several handwritten signatures in blue ink. From left to right, there is a large, stylized signature, a signature that appears to be 'R. S.', a signature that looks like 'D. M. N. A.', and another signature. To the right of these signatures is a circular blue ink stamp, possibly a library or institutional mark.



**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (4)**  
**ARTIFICIAL INTELLIGENCE, BUSINESS ANALYTICS, DATA SCIENCE & INFORMATION**  
**SYSTEMS**  
**(AIBADSIS)**

**MACHINE & DEEP LEARNING: PREDICTIVE ANALYTICS**  
**(FT-AIBADSIS-2025404)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Machine learning: what and why?, Recent Trends in Deep Learning, Types of machine learning, Supervised learning, Unsupervised learning, Some basic concepts in machine learning.
- Performance Measures, Bias-Variance Trade off, Linear Regression, Bayes Decision Theory, Bayes Decision Theory, Normal Density and Discriminant Function, Bayes Decision Theory - Binary Features, Bayesian Belief Network
- Parametric and Non- Parametric Density Estimation, Parametric and Non-Parametric Density Estimation – ML and Bayesian Estimation, Parzen Window and KNN, Perceptron Criteria and Discriminative Models Perceptron Criteria, Discriminative models, Support Vector Machines (SVM).
- Conceptual Framework of Neural network & it's Applications, Conceptual Framework of Deep Neural Networks, Convolutional Neural Networks (CNN), Vanishing and Exploding Gradients in Deep Neural Networks, LeNet - 5, AlexNet, VGGNet, GoogleNet, and ResNet. Generative Adversarial Networks (GAN), Auto Encoders and Relation to PCA, Recurrent Neural Networks, U-Net, Applications and Case studies
- Conceptual Framework of Predictive Analytics, Trendlines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining, Spreadsheet Modeling and Analysis. Applications of AI in Human Resource Management, Financial Administration & Banking Insurance, International Business & Foreign Trade, Agri Business, Cooperative, Dairy, Rural & Forest Management, Event, Media, Tourism and Heritage Management, Pharma, Healthcare, Hospital & Sports Management.

**Suggested Readings:**

- Murphy, Kevin P.(2012) Machine learning : a probabilistic perspective, The MIT Press, Cambridge, ISBN 978-0-262-01802-9
- Raschka Sebastian (2015) Python Machine Learning, Packt Publishing Ltd, ISBN- 1783555149
- Ramasubramanian Kurlhik and Abhishek Singh (2016) Machine Learning Using R, ISBN1484223349
- Ghatak Abhijit (2017) Machine Learning with R, Springer, ISBN- 9811068089
- Ledolter, Johannes (2013), Data mining and business analytics with R, Wiley , ISBN 978-1-118-44714-7
- Zhao Yanchang (2012), "R and Data Mining: Examples and Case Studies", Academic Press, ISBN012397271X
- E. Alpaydm, Introduction to Machine Learning, 3rd Edition, Prentice Hall (India) 2015.
- R. O. Duda, P. E. Hart and D. G. Stork, Pattern Classification, 2nd Edn., Wiley India, 2007.
- C. M. Bishop, Pattern Recognition and Machine Learning (Information Science and Statistics), Springer, 2006.
- M.K. Bhuyan, Computer Vision and Image Processing: Fundamentals and Applications, published by CRC press, USA, 2019.
- S. O. Haykin, Neural Networks and Learning Machines, 3rd Edition, Pearson Education (India), 2016.
- Ian Goodfellow, Yoshua Bengio and Aaron Courville, Deep Learning, MIT Press, 2016
- Michael A. Nielsen, Neural Networks and Deep Learning , Determination Press, 2015
- Yoshua Bengio, Learning Deep Architectures for AI, now Publishers Inc., 2009
- [https://commerce.du.ac.in/userfiles/media/MBA\(Business%20Analytics\)-Department%20of%20Commerce\\_Final%20File.pdf](https://commerce.du.ac.in/userfiles/media/MBA(Business%20Analytics)-Department%20of%20Commerce_Final%20File.pdf)

**Online Courses and Resources:**

- [https://onlinecourses.oprel.ac.in/soc23\\_ee87/prview](https://onlinecourses.oprel.ac.in/soc23_ee87/prview)
- Case Studies / Published Researched Papers / Research Works

By *Dmytro* *Shai* *Shai* *Shai*

**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (4)**  
**ARTIFICIAL INTELLIGENCE, BUSINESS ANALYTICS, DATA SCIENCE &**  
**INFORMATION SYSTEMS**  
**(AIBADSIS)**

**DATA SCIENCE AND CYBER SECURITY**  
**(FT-AIBADSIS-2025405)**  
**(Effective from Batch 2025-26)**

- Definition and scope of data science, Role of data science in business and management, Overview of data lifecycle and data-driven decision-making.
- Data Collection and Preprocessing, Data sources and types, Data acquisition and cleaning, Data transformation and feature engineering, Hands-on exercises with data manipulation tools through Excel.
- Exploratory Data Analysis, Descriptive statistics and data visualization, Basics of Univariate & bivariate analysis, Exploratory data visualization techniques (e.g., histograms, scatter plots), Basics of data visualization tools e.g., Tableau & or a PowerBI, Multisectoral Applications of Python.
- Conceptual Framework of Cyber Security, layers of security, Vulnerability, threat, Harmful acts, Internet Governance (Challenges and Constraints), Computer Criminals, CIA Triad, Assets and Threat, motive of attackers, active attacks, passive attacks, Software attacks, hardware attacks, Cyber Threats-Cyber Warfare, Cyber Crime, Cyber terrorism, Cyber Espionage, etc., Comprehensive Cyber Security Policy.
- Conceptual Framework of Cyber Security Regulations, National Cyber Security Policy, Concepts & Trends of Cybercrime, Implications of Cyber Security on Organizational, cost of cybercrimes and IPR, Basic Data Privacy, privacy in different domains- medical, financial, etc.

**Suggested Readings:**

- Evans, J. R. (2020). Business Analytics (3rd ed.). Pearson.
- Sharda, R., Delen, D., & Turban, E. (Year). Business Intelligence, Analytics, and Data Science: A Managerial Perspective. Pearson.
- Pyle, D. (2015). Data Preparation for Data Mining. Morgan Kaufmann.
- VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media.
- James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An Introduction to Statistical Learning: with Applications in R. Springer.
- Zikopoulos, P., Eaton, C., & Zikopoulos, P. C. (2011). Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data. McGraw-Hill Osborne Media.
- Cyber Security  
[https://nrcel.com/pdflib%20Manuals/IT/CYBER%20SECURITY%20\(R18A0521\).pdf](https://nrcel.com/pdflib%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf)
- Nina Godbole and Sunil Belpure, Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives, Wiley
- B.B.Gupta, D.P. Agrawal, Haoxiang Wang, Computer and Cyber Security: Principles, Algorithms, Applications, and Perspectives, CRC Press, ISBN 9780815371335, 2018.

**Online Courses and Resources:**

- <https://nptel.ac.in/courses/110105089>
- <https://nptel.ac.in/courses/106106248>
- Case Studies / Published Researched Papers / Research Works


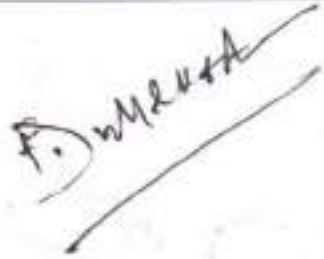





<p style="text-align: center;"><b>SEMESTER – IV</b>  <b>ELECTIVE SPECIALISATION (5)</b>  <b>AGRI BUSINESS, COOPERATIVE, DAIRY, RURAL &amp; FOREST MANAGEMENT</b>  <b>(ABCDRFM)</b></p>
<p style="text-align: center;"><b>FUNDAMENTALS OF RURAL DEVELOPMENT &amp; FOREST MANAGEMENT</b>  <b>(FT- ABCDRFM-2025404)</b>  <b>(Effective from Batch 2025-26)</b></p>
<ul style="list-style-type: none"> <li>• Conceptual Framework of Rural Area And Aural Development, Scope of Rural Development, Causes of Rural Backwardness, Need For Rural Development, Historical Evolution of The Concept of Rural Development In Indian Context.</li> <li>• Problems of Unemployment And Underemployment In Rural Areas, Conditions and Problems of Agricultural Labor, Levels of Living of Rural People Poverty Indicators - Measurement of Rural Poverty - Poverty Line – Integrated Rural Poverty</li> <li>• Education In Rural Areas, Educational Institutions, Formal And Non Formal Education, Health Services in Rural Areas, Rural Housing Programmes, Problems and Sources of Drinking Water Supply in Rural Areas, Programmes to Solve Drinking Water Problems, Problems of Sanitation In Rural Areas.</li> <li>• Conceptual Framework of Forest Management, Management of Private Forests Vis-A-Vis Public Forests, Principles of Forest Management, Overview of National Forest Policy 1894,1952, Some Peculiar Features of Forest Management Or Forestry, Instruments Of Forest Management, Social Forestry, Forestry In Relation to Agricultural.</li> <li>• Classification of Forest: Geographical &amp; Climatic (or Ecological), Functional, Legal (or Statutory), Territorial, Administrative (or Organizational) and Management (or Silvicultural), Recent Trends in Forest Management.</li> </ul>
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• B.S. Khanna , Rural Development in south Asia , India, Deep and Deep publisher</li> <li>• E.F. Schumacher, Small is beautiful, Abacus</li> <li>• B.C. Mehta , Rural poverty in India, concept, publisher.</li> <li>• Rajaram Dasgupta, Indian agri. Economics, concept, publisher.</li> <li>• Forest Management, <a href="https://unq.ac.in/sites/default/files/sim7R-09.pdf">https://unq.ac.in/sites/default/files/sim7R-09.pdf</a></li> </ul>
<p><b>Online Courses and Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://npTEL.ac.in/courses/102104082">https://npTEL.ac.in/courses/102104082</a></li> <li>• <a href="https://npTEL.ac.in/courses/109104203">https://npTEL.ac.in/courses/109104203</a></li> <li>• <a href="https://npTEL.ac.in/courses/105101215">https://npTEL.ac.in/courses/105101215</a></li> <li>• Case Studies / Published Researched Papers / Research Works</li> </ul>



<p style="text-align: center;"><b>SEMESTER – IV</b>  <b>ELECTIVE SPECIALISATION (5)</b>  <b>AGRI BUSINESS, COOPERATIVE, DAIRY, RURAL &amp; FOREST MANAGEMENT</b>  <b>(ABCDRFM)</b></p>
<p style="text-align: center;"><b>PROCUREMENT AND MATERIAL MANAGEMENT IN AGRI BUSINESS</b>  <b>(FT- ABCDRFM-2025404)</b>  <b>(Effective from Batch 2025-26)</b></p>
<ul style="list-style-type: none"> <li>• An Overview of Materials Management Fundamentals in Agri Business, Determination of Material Requirement Agri Business, Material Management: An Overview of Material Management, Material Planning, Budgeting and Material Requirement Planning, Purchase Management, Stores Management</li> <li>• Procurement Management in Agri. Supply Chain, Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods Or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).</li> <li>• Conceptual Overview of Fertilizer Requirement in Agri Business, Raw Material Supply For Fertilizer, Principles of Manufacturing-Potassic Fertilizers, Secondary and Micronutrient Formulations.</li> <li>• Agri-Warehousing in India, Capacity Development and Utilization, Role and Significance of Central Warehousing Corporation, State Warehousing Corporation, Private Sector in Agri-Warehousing, Agri Warehousing Organisations In India, E-NAM Mandi To Promote Agri-Warehouse.</li> <li>• Material Handling-Principles, Equipments, Line Balancing-Problems, Operation Decision, Production Planning and Control-In Mass Production-In Batch/Job Under Manufacturing.</li> </ul>
<p><b>Suggested Readings:</b></p> <ul style="list-style-type: none"> <li>• Brady NC &amp; Weil RR. 2002. The Nature and Properties of Soils. 13th Ed. Pearson Edu.</li> <li>• Fertilizer Control Order (different years). Fertilizer Association of India, New Delhi.</li> <li>• Fertilizer Statistics (different years). Fertilizer Association of India, New Delhi</li> <li>• Indian Journal of Fertilizers (different years). Fertilizer Association of India, New Delhi.</li> <li>• San Chilli V. 1960. Chemistry and Technology of Fertilizers. American Chemical Soc.</li> <li>• Monograph Series. Reinhold Publ. Corp.</li> <li>• Tisdale SL, Nelson WL, Beaton JD &amp; Havlin JL. 2002. Soil Fertility and Fertilizers. 5th Ed. Prentice Hall</li> </ul>
<p><b>Resources:</b> Case Studies / Published Researched Papers / Research Works</p>



**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (6)**  
**EVENT, MEDIA, TOURISM AND HERITAGE MANAGEMENT**  
**(EMTHM)**

**MANAGING MEGA PUBLIC EVENTS & SUSTAINABLE TOURISM**  
**(FT-EMTHM-2025404)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Events Management, Scope, Importance and Types of Events, Practices in Event Management, Key steps to a successful event, Prospects and Challenges in Mega Public Event.
- The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.
- Introduction to Meetings, Incentives, Conferences, and Exhibitions (MICE): Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.
- Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Case Studies of events of National and International importance.
- Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.
- Conceptual Framework of Sustainable Tourism, Mass Tourism, Alternative Tourism, Eco Tourism & Responsible Tourism, Sustainable Resource Management Sustainable Tourism Development, View Of UNWTO, Principles of Sustainability, Challenges of Sustainable Tourism, Ecotourism and Sustainable Tourism.

**Suggested Readings:**

- Event Management, <https://www.ac.in/sites/default/files/sim/HM-402.pdf>
- Event-Management, <https://ddc.pondicherry.edu.in/files/StudyMaterials/MBA/MBA4Semester/Tourism/EventManagement.pdf>
- Avrich Barry (1994), EVENT AND ENTERTAINMENT MARKETING, Vikas, Delhi.
- Bhatia A.K. (2001), EVENT MANAGEMENT, Sterling Publishers, New Delhi.
- David C. Watt (1998), EVENT MANAGEMENT IN LEISURE AND TOURISM, Pearson, UK.
- Joe Gold Blatt (1997), SPECIAL EVENTS- BEST PRACTICES IN MODERN EVENT MANAGEMENT, John Wiley and Sons, New York.
- Panwar J.S. (1998), MARKETING IN THE NEW ERA, Sage, New Delhi.
- Preveen Sethi "Handbook of Sustainable Tourism", Anmol Publication.Ltd.
- P.C Sinha "Ecotourism and Mass Tourism", Anmol Publication.Ltd.
- Mowforth "Tourism And Sustainability" Routh Vdya Publisher.
- Mukesh Range & Devesh Nigam "New Approaches in Tourism Management", Abhijit Publications

**Online Courses and Resources:**

- [https://onlinecourses.swayam2.ac.in/rou20\\_ge01/preview](https://onlinecourses.swayam2.ac.in/rou20_ge01/preview)
- Case Studies / Published Researched Papers / Research Works



**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (6)**  
**EVENT, MEDIA, TOURISM AND HERITAGE MANAGEMENT**  
**(EMTHM)**

**INTERNATIONAL TOURISM MANAGEMENT**  
**(FT-EMTHM-2025405)**  
**(Effective from Batch 2025-26)**

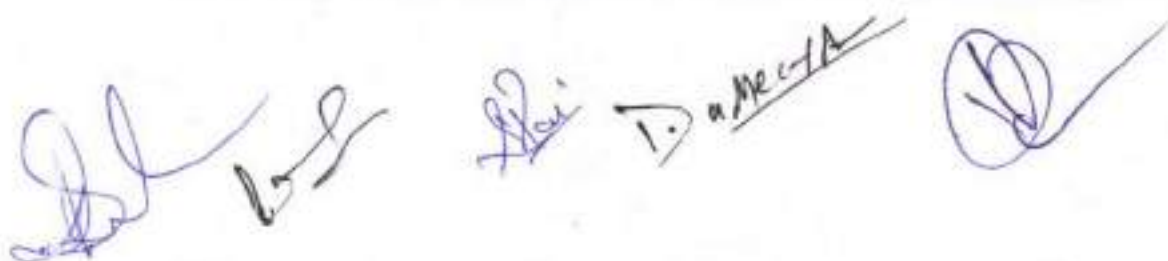
- Conceptual Framework of Domestic and International Tourism. Role of Government in promotion of Domestic and International tourism in India. Types of International and Domestic Tourism, Emergence of Modern Concept of Tourism, Emerging Tourist Demand Patterns (Eco, Ethnic, Adventure, MICE, Medical and Well-being Tourism).
- Economic impact of international tourism, Factors affecting Global & regional tourist movements, Contemporary trends in international tourist movements, Characteristics of Inbound tourism and patterns of India's major international market. Long -term tourism growth trends, tourism growth in major regions.
- Alternative tourism – Meaning, types and importance. Case studies of alternative tourism destinations – India, Costa Rica and Brazil. Barriers to travel – Economical, Political, Health and environmental risk.
- Patterns and characteristics of India's outbound tourism. Factors Affecting International Tourism and Need for Effective Crisis Management, major tourist generating states in India.
- International organizations viz. WTO, WTTC, IATA, National tourism organizations viz MOTGOI. Development of transportation, technology & automation worldwide.

**Suggested Readings:**

- International Tourism : A.K.Bhatia
- Tourism System : Mill R.C. & Morrison
- Tourism: Principles and Practices: S.K. Swain and J. M. Mishra

**Online Courses and Resources:**

- [https://onlinecourses.swayam2.ac.in/cee19\\_pg27/preview](https://onlinecourses.swayam2.ac.in/cee19_pg27/preview)
- [https://onlinecourses.swayam2.ac.in/cee19\\_pg29/preview](https://onlinecourses.swayam2.ac.in/cee19_pg29/preview)
- Case Studies / Published Researched Papers / Research Works





**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (7)**  
**PHARMA, HEALTHCARE, HOSPITAL & SPORTS MANAGEMENT**  
**(PHHSM)**

**HOSPITAL OPERATIONS MANAGEMENT & HOSPITAL INFORMATION SYSTEM**  
**(FT- PHHSM-2025404)**  
**(Effective from Batch 2025-26)**

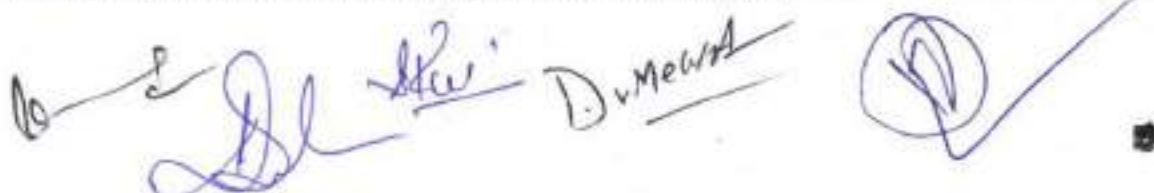
- Conceptual Framework of Hospital Operations Management, Hospital Management in Context of: Front Office; Admission; Billing; Medical Records; Ambulatory Care; Death in Hospital; Brought-in Dead; Maintenance and Repairs Bio Medical Equipment.
- Clinical Services, Clinical Departments, Out patient department (OPD), Introduction, Location, Types of patients in OPD, Facilities, Flow pattern of patients, Training and Co-ordination; Radiology, Location, Layout, X-Ray rooms, Types of X-Ray machines, Staff, USG, CT, MRI, ECG. Supporting Services in Hospital: House Keeping, Linen and Laundry, Food Services, Central Sterile Supply Department (CSSD).
- Facility Location and Layout importance of location, factors, general steps in location selection -Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.
- Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing. Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.
- Conceptual Framework of Hospital Information System (HIS), Need For HIS, Components of HIS, Factors Effecting HIS, Introduction to Health Informatics Applications: Hospital Information System, Clinical Decision Support System, eHealth, mHealth, Telemedicine.

**Suggested Readings:**

- Madhuri Sharma, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE,
- Sakthikar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING, Jaypee
- Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, New Delhi, 2000
- Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND MANAGEMENT, Journal of Academy of Hospital Administration, 2(2) 1990
- Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL
- James O'Brien, Tata McGraw Hill, MANAGEMENT INFORMATION SYSTEM
- Peter Norton, INTRODUCTION TO COMPUTER, Tata McGraw Hill
- HIS,

<https://www.bdu.ac.in/cde/SLM/B.Sc.%20Hospital%20Administration/1%20Year/Hospital%20Information%20Systems/Hospital%20Information%20Systems.pdf>

**Resources:** Case Studies / Published Researched Papers / Research Works

The bottom of the page features several handwritten signatures in blue ink. From left to right, there is a signature that appears to be 'D. Mehta', followed by another signature that looks like 'D. Mehta' with a checkmark, and then a circular stamp containing a stylized 'D' or similar symbol.

**SEMESTER – IV**  
**ELECTIVE SPECIALISATION (7)**  
**PHARMA, HEALTHCARE, HOSPITAL & SPORTS MANAGEMENT**  
**(PHHSM)**

**HEALTHCARE & SPORTS ANALYTICS**  
**(FT- PHHSM-2025405)**  
**(Effective from Batch 2025-26)**

- Conceptual Framework of Healthcare & Sports Analytics, Role and Impact of Healthcare & Sports Analytics in Business World, History of Healthcare & Sports Analytics, Importance of Data Analytics in Healthcare & Sports Analytics.
- Predictive analytics in healthcare & Sports, Prescriptive analytics in Healthcare & Sports, Why is data analytics important in healthcare & Sports?, Prospects and Future of Healthcare & Sports Analytics.
- Data collection process in healthcare & Sports, Data Storage and representation in healthcare & Sports, Various sources for open source analysis in Healthcare & Sports.
- Data cleaning; Analysis Part; Key Insights; Communicating Results; Data Preparation; Setting up the benchmark in Healthcare & Sports Analytics.
- Machine Learning Foundations for Healthcare & Sports Analytics (Tree Like reasoning, Probabilistic reasoning and Bayes Theorem, Weighted sum approach), Deep Learning in Healthcare & Sports Analytics.

**Suggested Readings:**

- <https://chanuaggarwal.net/HDA-TOC.pdf>
- Vikas Kumar, Healthcare Analytics Made Simple: Techniques in healthcare computing using machine learning and Python.

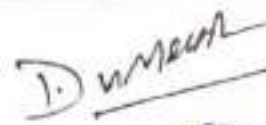
**Resources:** Case Studies / Published Researched Papers / Research Works

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SEMESTER – IV	
COMPREHENSIVE VIVA-VOCE	
(FT-CC-2025406)	
(Effective from Batch 2025-26)	
<ul style="list-style-type: none"> <li>• <b>OBJECTIVE:</b> To assess the theoretical/ conceptual as well as personality based communication skills/ behavioral competence of the students, so as to evaluate the subjects taught in the entire two year program.</li> <li>• <b>OUTCOME:</b> Extensively beneficial in the assessment of students' decision making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.</li> <li>• The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioral competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.</li> <li>• The Assessment / Evaluation shall be done by a panel consisting of Head of the Department / Director and One Internal Faculty in case of the University Teaching Department and Head / Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of all affiliated colleges/institutes of the University.</li> <li>• In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.</li> </ul>	




**CERTIFICATE**

This is to certify that -----S/o/D/o -----Enrolment No --  
 ----- Roll No ----- is / was a bonafide student of -----  
 ----- has successfully completed / passed MBA (Full Time)  
**Two Years, AICTE Approved Programme / Course with following Elective  
 Specialisation in addition to Marketing Specialisation, respectively in MBA  
 III Semester Marksheet Sr. No.----- Dated ----- and IV Semester  
 Marksheet Sr No.----- Dated -----**, duly Sealed and Signed by  
 the Competent Authority of the Vikram University:-

<b>MBA III</b>	<b>MBA IV</b>
<b>Elective Specialisation</b>	<b>Elective Specialisation</b>
----- (-----)	----- (-----)
Course Code	Course Code
Course Name	Course Name
Course Code	Course Code
Course Name	Course Name

The weightage of above Specialisations are equal.

Dean - FMS

Chairman BOS

Director / Principal

Registrar

*[Signature]*  
22/8/25  
*[Signature]*  
22/8/25

*[Signature]*  
22/8/25

*[Signature]*  
22/08

*[Signature]*  
22/8