No. AU/REG/CER/2026/008/007 **Date: 04.08.2026**

COMPLIANCE SUBMISSION -B2

PROGRAMME: MBA

MODE: OPEN AND DISTANCE LEARNING

SESSION: AUGUST 2026

1. The University has been offering the MBA programme of 110 credits in conventional mode; however, the MBA programme proposed in PPR approved by Statutory Body of the University has 86 credits and no batch of MBA with 86 credits has been passed out in conventional mode.

HEI Response:

The MBA programme structure for the Open and Distance learning mode (ODL) was aligned to the NCrF guidelines and hence done with 86 credits. With the esteem panel observations, the University has made note of the compliance requirements. The BOS and the Academic council have approved **to follow the traditional mode programme structure for ODL MBA, and it would be at 110 credits on par with the regular programme.**

The updated programme structure of ODL MBA and the statutory approval documents are attached for reference. The necessary changes have been incorporated. (**Reference: Annexure-1- (Revised PPR and Statutory approval document)**

2. The University has not developed proper planning/ evaluation methodology for expected 1000 students of proposed MBA programme proposed to be offered through ODL mode.

Director
Centre for Distance and Online Education
Adamas University

Registrar (Acting)
Adamas University
Email: registrar@adamasuniversity.ac.in
Ph No.: 9073364738

HEI Response:

The evaluation methodology for distance education has been properly planned for the proposed intake of 1000 students and would be in two phases as per the ODL and OL Regulations 2020

(1) Internal Assignment at 30% weightage and

(2) Term end examination as a pen and paper exam in the University campus at 70% weightage.

The assessment cycle would be aligned to the semesters, and the Internal Assessments will comprise of minimum two assignments per course at 15 marks each to be submitted within four weeks. This is a mandatory requirement.

The term end examinations will comprise MCQ, Short answer and Long answer. The examination would be planned and executed in a maximum of 15 days of time considering the diverse nature of learners in the distance education mode.

The University has sound physical infrastructure to accommodate students in classrooms for the term end examinations. The classrooms are furnished and have surveillance through CCTV cameras. For special needs learners, necessary provisions will be made and based on specific requests of learners, short term hostel stay to manage the exam period can also be enabled on a pay basis. The HEI has all the necessary facilities in place including the tech infra to conduct the exams effectively for 1000 learners.

The registration for the exams, Payment of fees and the hall ticket issue will be digitally managed. The University will provide LMS to the ODL students through which the effective teaching, learning and assessment related process will be effectively managed.

The HEI has been conducting competitive exams for thousands of participants like West Bengal Police Recruitment Board, Public Service Commission, West Bengal Civil Service, NEET etc. for several years and are quite equipped and conversant on the conduct of both pen and paper and computer-based exams for more than 1000 candidates.

The ODL Exam policy and process document of the HEI is shared for kind reference **(Annexure-2- ODL Exam policy document)**

Director
Centre for Distance and Online Education
Adamas University

Registrar (Acting)
Adamas University

3. The programme structure and semester-wise credits of proposed MBA programme under ODL mode is different from the MBA programme offered by the University in conventional mode.

HEI Response:

The MBA programme structure for ODL was aligned to the NCrF guidelines and prepared with 86 credits. the University has made note of the compliance requirements. The BOS and the Academic council have approved to follow the traditional mode programme structure for ODL MBA, and it would be at 110 credits on par with the regular programme.

The semester wise credits are now similar to the regular mode programme structure. **Sem-1 - 27 Sem 2- 27 Sem 3-30 and Sem 4- 26 & Total programme credits:110**

The updated programme structure of ODL MBA -PPR is attached for reference, and the necessary changes have been incorporated. **(Reference: Annexure-1- (Revised PPR and Statutory approval document)**

4. The SLM needs to be more interactive and learner-friendliness. More relevant graphics, illustrations, and case studies may be incorporated, and adequate explanations of technical, new, and "difficult terms should be provided through a dedicated glossary/keywords section."

HEI Response:

The observations of the esteem panel towards the SLM for interactive approach and use of illustrations and case studies have been noted and duly incorporated. Illustrations, graphics and adequate explanations for difficult terms have been added. The glossary/Key word section is already made available after every unit of the course. Additionally, a comprehensive glossary is added to the last page of the SLM.

(Reference: Annexure-3- SLM pdf google drive link - https://drive.google.com/drive/folders/1htJzW1y3ikUNyGUQZCHcpEy6Y5G80iDM?usp=sharing)

Prof. (Dr.) Shauvik Roy Chowdhury
Director, CDOE
Director
Centre for Distance and Online Education
Adamas University

Dr. Rajat Ray
Registrar (Acting)
Registrar (Acting)
Adamas University
Email: registrar@adamasuniversity.ac.in
Ph. No.: 9073364738

26th Academic Council Meeting, Adamas University

Date: 03.08.2026 **Time: 12:00 PM** **Mode: Hybrid**

Attendance Sheet

1.	**Prof. Suranjan Das** Hon'ble Vice Chancellor	3/8/26
2.	**Prof. (Dr.) Souvik Roy** **Dean,** School of Law and Justice	3/8/26
3.	**Dr. Moumita Dey** **Associate Dean,** School of Basic and Applied Sciences	Moumita Dey 3/8/26
4.	**Dr. Joy Das** **Associate Dean,** School of Liberal Arts and Culture Studies	Joy Das 03/08/2026.
5.	**Prof. (Dr.) Susmit Bagchi** **Dean,** School of Engineering and Technology	3/8/26
6.	**Dr. Kuldeep Siwach** **Associate Dean,** School of Media and Communication	3/8/26
7.	**Prof. Rudra Prasad Saha** **Dean,** School of Life Science and Biotechnology	3.8.26
8.	**Prof. (Dr.) Bharat Chandra Saha** **Dean,** School of Smart Agriculture	BCSaha 03.08.26
9.	**Prof. (Dr.) Md Saquib Hasnain** **Dean,** School of Health and Medical Sciences	Hasnain 03/08/2026
10.	**Prof. (Dr.) Keya Das Ghosh** **Dean,** School of Education	Ghosh 3.8.26
11.	**Prof. (Dr.) Indranil Bose** Associate Dean, School of Business	Absent
12.	**Prof. (Dr.) Moumita Mukherjee** **Dean**, Research & Development	M Mukherjee 3/8/2026.
13.	**Prof. (Dr.) Shauvik Roy Chowdhury** Director, CDOE	Shau Ry Chowdy 03/08/26
14.	**Prof. (Dr.) Samprit Chakrabarti** Deputy Director, CDOE	Samprit C
15.	**Dr. Sankhayan Choudhury** Professor and Head Department of Computer Science and Engineering The University of Calcutta Mob: 9433040414 Email ID- sccomp@caluniv.ac.in sankhayan@gmail.com	Absent

16.	**Prof. (Dr.) Radha Tamal Goswami** Pro- Vice Chancellor (Research), Adamas University	3/8/2026
17.	**Dr. Chiranjib Chakravartty** JC Bose Chair Professor, School of Life Science & Biotechnology	Absent
18.	**Dr. Sanjay Dey** Professor, School of Health and Medical Sciences	Online present
19.	**Dr. Rakesh Das** Professor, School of Health and Medical Sciences	Absent
20.	**Dr. Partha Basu** Professor, School of Basic and Applied Sciences	Absent
21.	**Dr. Aparajita Bhattacharya** Professor, School of Basic and Applied Sciences	Absent
22.	**Dr. Abhisek Santra** Professor, School of Basic and Applied Sciences	Absent
23.	**Dr. Subenoy Chakraborty** Honorary Adjunct Professor, School of Basic and Applied Sciences	Absent
24.	**Dr. Ruby Sain** Professor Emeritus, School of Liberal Arts and Culture Studies	Absent
25.	**Dr. Manas Ranjan Gupta** Professor Emeritus, School of Liberal Arts and Culture Studies	Absent
26.	**Dr. Trdib Chakraborti** Professor Emeritus, School of Liberal Arts and Culture Studies	Absent
27.	**Dr. Nandini Dhar** Professor, School of Liberal Arts and Culture Studies	Absent
28.	**Dr. Sajal Saha** Professor, School of Engineering and Technology	03.08.26
29.	**Dr. Abhishek Roy** Professor, School of Engineering and Technology	03/08/2026
30.	**Dr. Debdutta Pal** Professor, School of Engineering and Technology	03/8/26
31.	**Dr. Himansu Sekhar Guha** Professor Emeritus, School of Basic and Applied Sciences	Absent

32.	**Dr. Biswajit Basu** Professor, School of Health and Medical Sciences	Absent
33.	**Dr. Rajat Ray** Professor Emeritus, School of Health and Medical Sciences	Absent
34.	**Dr. Sonali Rudra** Professor of Practice, School of Health and Medical Sciences	Absent
35.	**Dr. Sandip Banerjee** Professor, School of Smart Agriculture	Online present.
36.	**Dr. Goutam Tanty** Professor, School of Business	[illegible]
37.	**Dr. Biswajit Halder** Professor, School of Engineering and Technology	Online present.
38.	**Dr. Arijit Bhattacharya** Professor, School of Life Science and Biotechnology	Online present.
39.	**Dr. Debasish Chakraborty** Professor, School of Business	Absent
40.	**Dr. Kasturi Mukherjee** Professor, School of Basic and Applied Sciences	Online present.
41.	**Dr. Kaushayee Banerjee** Professor, School of Liberal Arts and Culture Studies	Kaushayee Banerjee 03/08/26.
42.	**Dr. Moumita Gangopadhyay** Professor, School of Life Science and Biotechnology	Absent
43.	**Dr. Krishnangshu Ray** Professor, School of Health and Medical Sciences	Absent
44.	**Dr. Anirban Mukherjee** Professor, School of Engineering and Technology	Anirban Mukherjee 03/08/2026
45.	**Dr. Amitava Sen** Professor Emiretus, School of Engineering and Technology	Absent
46.	**Dr. Ranjana Banerjee** Professor, School of Education	Absent
47.	**Dr. Ananda Kumar Chettupalli** Professor, School of Health and Medical Sciences	Absent
48.	**Dr. Siddhartha Roy** Distinguished Research Professor, School of Basic and Applied Sciences	Absent

49.	**Dr. Sibaji Pratim Basu** Distinguished Research Professor, School of Liberal Arts and Culture Studies	Absent
50.	**Dr. Pritha Mukhopadhyay** Distinguished Research Professor, School of Health and Medical Sciences	Absent
51.	**Dr. Maitree Bhattacharya** Distinguished Research Professor, School of Life Science and Biotechnology	Absent
52.	**Dr. Viney Kapoor Mehra** Emeritus Professor, School of Law and Justice	Online present.
53.	Head, Department of Commerce, SoB	[illegible]
54.	Head, Department of Management, SoB	[illegible]
55.	Head, Department of Pharmaceutical Technology, SoHMS	Online present.
56.	Head, Department of Allied Health Sciences, SoHMS	Pablo Chakra 03/08/26
57.	Head, Department of Psychology, SoHMS	Absent
58.	Head, Department of Law, SoLJ	Absent
59.	Head, Department of Education, SoE	Brotati Chakraborty 03/8/26
60.	Head, Department of Language & Literature, SoLACS	Absent
61.	Head, Department of Humanities and Social Sciences, SoLACS	Online present.
62.	Head, Department of Economics, SoLACS	Online present.
63.	Head, Department of Civil Engineering, SoET	[illegible] 03/08/26
64.	Head, Department of Computer Science & Engineering, SoET	[illegible]
65.	Head, Department of Computer Application, SoET	[illegible] 03/08/26.
66.	Head, Department of Mechanical Engineering, SoET	[illegible] 3/8/2026
67.	Head, Department of Electrical & Electronics Engineering, SoET	[illegible] 3/8/26.
68.	Head, Department of Chemistry, SoBAS	Online present.
69.	Head, Department of Physics, SoBAS	Online present.

70.	Head, Department of Mathematics, SoBAS	Supriyo Mazumder 03/08/26
71.	Head, Department of Geography, SoBAS	Online present.
72.	Head, Department of Forensic Science, SoBAS	Absent
73.	Head, Department of Media Studies, SoMC	Sunati Agarwal 03/8/26.
74.	Head, Department of Agriculture, SoSA	Online present.
75.	Head, Department of Biotechnology, SoLB	Online present.
76.	Head, Department of Biological Sciences, SoLB	Online present.
77.	**Mr. S.K Sarkar** Executive Vice Chairman, SKRMT	Absent
78.	**Prof. (Dr.) Snehamanju Basu** Pro Vice- Chancellor & Director-IQAC	SBasu 03.08.26.
79.	**Dr. Joy Basu** Associate Professor, School of Health and Medical Sciences	Joy Basu 3.08.2026
80.	**Dr. Ujjwal Kumar Neogi** Director, School of Smart Agriculture	Absent
81.	**Controller of Examinations**	[illegible] 03.08.2026
82.	**Mr. Nirmalya Chakraborty** Law Officer	N Chakr 03.08.2026
83.	**Dr. Manoj Kumar Singh** Associate Dean, School of Life Science and Biotechnology	Online present.
84.	**Registrar**	[illegible] 03/8/2026

Minutes of the 26th Meeting of Academic Council held on Saturday, 03rd August 2026 at 12.00 PM: Mode: Hybrid

The following members were present:

1. Prof (Dr.) Suranjan Das - Hon'ble Vice Chancellor – Chairman
2. Prof. (Dr.) Radha Tamal Goswami, Pro-Vice Chancellor (Research)
3. Prof. (Dr.) Susmit Bagchi, Dean, SoET
4. Prof. (Dr.) Moumita Mukherjee, Dean, R &D
5. Dr. Moumita Dey, Associate Dean, SoBAS
6. Dr. Kuldeep Siwach, Associate Dean, SoMC
7. Dr. Joy Das, Associate Dean, SoLACS
8. Prof. (Dr.) Souvik Roy, Dean, SoLJ
9. Prof. (Dr.) Keya Das Ghosh, Dean, SoE
10. Prof. (Dr.) Md. Saquib Hasnain, Dean, SoHMS
11. Prof. (Dr.) Bharat Chandra Saha, Dean, SoSA
12. Prof. (Dr.) Rudra Prasad Saha, Dean, SoLB
13. Prof. (Dr.) Shauvik Roy Chowdhury, Director-CDOE
14. Prof. (Dr.) Samprit Chakraborty, Deputy Director, CDOE
15. Dr. Rajat Ray, Registrar (Acting)
16. Dr. Sanjay Dey, Associate Dean (Department of Pharmaceutical Technology), SoHMS
17. Dr. Joy Basu, Associate Dean (Department of Allied Health Sciences), SoHMS
18. Dr. Sajal Saha, Professor & Associate Dean, SoET
19. Dr. Sandip Banerjee, Professor & Associate Dean, SoSA
20. Dr. Vaskar Sarkar, Controller of Examinations
21. Dr. Sudipta Majumder, HoD, Department of Management, SoB
22. Dr. Uttiya Basu, HoD, Department of Commerce, SoB
23. Dr. Arijit Bhattacharya, HoD, Department of Biological Science, SoLB
24. Dr. Rajib Majumder, HoD, Department of Biotechnology, SOLB
25. Dr. Semanti Chakraborty, HoD, Department of EEE, SoET
26. Dr. Hasim Ali Khan, HoD, Department of Civil Engineering, SoET
27. Dr. Mohammad Zubair, HoD, Department of Mechanical Engineering, SoET
28. Dr. Supriyo Mazumder, HoD, Department of Mathematics, SoBAS
29. Dr. Rupam Sen, HoD, Department of Chemistry, SoBAS
30. Dr. Subhendu Kumar Sahoo, HoD, Department of Pharmaceutical Technology, SoHMS
31. Mr. Pablo Chandra, Teacher In Charge, Department of Allied Health Sciences, SoHMS
32. Dr. Brotati Chakraborty, HoD, Department of Education, SoE
33. Dr. Swati Agarwal, HoD, Department of Media Studies, SoMC
34. Dr. Kasturi Mukherjee, HoD, Department of Geography, SoBAS
35. Dr. Snehamanju Basu, Pro Vice-Chancellor & Director-IQAC
36. Dr. Abhishek Roy, Professor, SoET
37. Mr. Nirmalya Chakraborty, Law Officer
38. Dr. Biswajit Halder, Professor, SoET
39. Dr. Debdutta Pal, Professor, SoET
40. Dr. Kausheyee Banerjee, Professor, SoLACS
41. Dr. Goutam Tanty, Professor, SoB
42. Dr. Anirban Mukherjee, Professor, SoET
43. Dr. Viney Kapoor Mehra, Emeritus Professor, SoLJ

03/8/2026

ADAMAS UNIVERSITY BARASAT, KOL-126

Leave of Absence:

1. Dr. Sankhayan Choudhury, Professor and Head, Department of Computer Science and Engineering, The University of Calcutta
2. Mr. S. K. Sarkar, Executive Vice Chairman, SKRMT
3. Dr. Himanshu Sekhar Guha, Professor Emeritus, SoBAS
4. Dr. Partha Basu, Professor, SoBAS
5. Dr. Tridib Chakraborti, Professor Emeritus, SoLACS
6. Dr. Abhisek Santra, Professor, SoBAS
7. Dr. Rajat Ray, Professor Emiratus, SoHMS
8. Dr. Chiranjib Chakravarty, JC Bose Chair Professor, SoLB
9. Dr. Rakesh Das, Professor, SoHMS
10. Dr. Subenoy Chakraborty, Honorary Adjunct Professor, SoBAS
11. Dr. Ruby Sain, Professor Emeritus, SoLACS
12. Dr. Manas Ranjan Gupta, Professor Emeritus, SoB
13. Dr. Indranil Bose, Professor & Associate Dean, SoB
14. Dr. Saroj Kumar Amar, HoD, Department of Forensic Science, SoBAS
15. Dr. Aparajita Bhattacharya, Professor, SoBAS
16. Dr. Nandini Dhar, Professor, SoLACS
17. Dr. Debasish Chakraborty, Professor, SoB
18. Dr. Moumita Gangopadhyay, Professor, SoLB
19. Dr. Ranjana Banerjee, Professor, SoE
20. Dr. Siddhartha Roy, Distinguished Research Professor, SoBAS
21. Dr. Shibaji Pratim Basu , Distinguished Research Professor, SoLACS
22. Dr. Pritha Mukhopadhyay, Distinguished Research Professor, SoHMS
23. Dr. Maitree Bhattacharya, Distinguished Research Professor, SoLB
24. Dr. Moumita Mukherjee, HoD, Department of Psychology, SoHMS
25. Dr. Micah K Thambi, HoD, Department of Language & Literature, SoLACS
26. Dr. Swatilekha Mondal, HoD, Department of Law, SoLJ
27. Dr. Ujjwal Kumar Neogi, Director, SoSA
28. Dr. Sonali Rudra, Professor of Practice, SoHMS
29. Dr. Amitava Sen, Professor Emiretus, SoET
30. Dr. Ananda Kumar Chettupalli, Professor, SoHMS
31. Dr. Krishnangshu Ray, Professor, SoHMS
32. Dr. Biswajit Basu, Professor, SoHMS

At the outset, the Hon'ble Vice Chancellor, Prof. (Dr.) Suranjan Das, welcomed the esteemed members of the Academic Council. The Chairman expressed gratitude to all members for their presence and active participation.

The agenda items were taken up for consideration and/or ratification, as applicable:

Agenda

Members: 83
Quorum-28

Item No. AC 26.1: Approval of the Revised Programme Structure, Programme Project Report (PPR), and Self-Learning Material (SLM)/E-Learning Material (ELM) of the Master of Business Administration (MBA) Programme under Open and Distance Learning (ODL) and Online Learning (OL) Modes

Ranitay 02/08/2026

ADAMAS UNIVERSITY BARASAT, KOL

The Academic Council is requested to consider and approve the revised Programme Structure of the Master of Business Administration (MBA) programme offered under the Open and Distance Learning (ODL) and Online Learning (OL) modes.

As advised by the Virtual Expert Committee (VEC) and the Expert Committee Recommendations dated 29th July 2026, the programme structure has been revised to bring it in consonance with the corresponding conventional MBA programme. The revised structure pertains to the 2024–25 batch, which already been passed out with 110 credits.

The Council is further requested to consider and approve the revised Programme Project Report (PPR), prepared in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and Guidelines. The improvements suggested by the VEC panel has been incorporated and improvisation done. The revised SLM/ELM content are passed through for statutory body approval.

The detailed syllabus, programme structure, eligibility criteria, course framework, and the revised PPR, SLM, and ELM are placed at Annexure–I for consideration and approval.

- **Resolution:**

After detailed discussion, the Council accepted and approved the above agenda items as proposed by the Director-CDOE.

- **Action will be taken by: Director -CDOE.**

Item No. AC 26.2: Approval of Program structure, revised PPR and revised ELM of MCA Programme under OL Mode

As advised by the Virtual Expert Committee (VEC) and Expert Committee Recommendations, the programme structure has been revised to align it with the corresponding conventional MCA programme. The revised structure pertains to the 2024–25 batch, which has already completed the programme, and comprises 91 credits.

The Council is further requested to consider and approve the revised Programme Project Report (PPR), prepared in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and Guidelines. The improvements suggested by the VEC panel has been incorporated and improvisation done. The revised ELM content is passed through for statutory body approval.

The detailed syllabus, programme structure, eligibility criteria, course framework, and the revised PPR and ELM are placed at Annexure–II for consideration and approval.

- **Resolution:**

After detailed discussion, the Council accepted and approved the above agenda items as proposed by the Director-CDOE.

- **Action will be taken by: Director-CDOE**

ADAMAS UNIVERSITY BARASAT

03/08/2026

Registrar (Acting)
Member Secretary

ADAMAS UNIVERSITY
Registrar (Acting)
Adamas University
Email:registrar@adamasuniversity.ac.in
Ph. No.: 9073364738

Faculty Council
School of Business (SOB)
Adamas University

Ref:SOB/FC/A2.I/26-27

Date: 03.08.2026

Sl. No	Name and Designation	Post	Signature
1	Prof. (Dr.) Suranjan Das Hon'ble Vice Chancellor	Chairman	
2	Prof. (Dr.) Shauvik Roy Chowdhury, Director, CDOE	Member	
3	Prof. (Dr.) Samprit Chakraborty, Deputy Director, CDOE	Member	
4	Prof. (Dr.) Indranil Bose, Associate Dean and Professor	Member	
5	Dr. Swati Pal Assistant Director, CDOE	Member	
6	Dr. Sudipta Majumdar HoD, Management	Member	
7	Dr. Uttiya Basu HoD, Commerce	Member	
8	Prof. (Dr.) Gautam Tanty Professor	Member	
9	Dr. Sunny Bose, Professor	Member	
10	Dr. Amitava Ghose Associate Professor	Member	
11	Dr. Syed Tabrez Hassan Associate Professor	Member	
12	Dr. Mainak Chakraborty, Associate Professor	Member	
13	Ms. Keya Ghosh, Deputy Librarian	Member	
14	Dr. Tanusree Dutta, Assistant Professor	Member	
15	Mr. Abhishek Ghosh Assistant Professor	Member	
16	Dr. Sarojkant Singh, Assistant Professor	Member	
17	Dr. Ruparnab Sengupta, Assistant Professor	Member	
18	Dr. Avradeep Ganguly, Assistant Professor	Member	

Seen
03/8/26

Faculty Council Meeting

School of Business

Date: 03.08.2026 , Time: 11 AM

Venue: AU

Department of Management

Meeting Agenda:

Agenda 1: Approval of the Revised Programme Structure, Programme Project Report (PPR), and Self-Learning Material (SLM)/E-Learning Material (ELM) of the Master of Business Administration (MBA) Programme under Open and Distance Learning (ODL) and Online Learning (OL) Modes

The Academic Council is requested to consider and approve the revised Programme Structure of the Master of Business Administration (MBA) programme offered under the Open and Distance Learning (ODL) and Online Learning (OL) modes.

As advised by the Virtual Expert Committee (VEC) and the Expert Committee Recommendations dated 29th July 2026, the programme structure has been revised to bring it in consonance with the corresponding conventional MBA programme. The revised structure pertains to the 2024–25 batch, which already been passed out with 110 credits.

The Council is further requested to consider and approve the revised Programme Project Report (PPR), prepared in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and Guidelines, along with the revised Self-Learning Material (SLM) and E-Learning Material (ELM) aligned with the revised programme structure.

The detailed syllabus, programme structure, eligibility criteria, course framework, and the revised PPR, SLM, and ELM are placed at Annexure–I for consideration and approval.

Agenda 2: Any Other Item with the Permission of the Chair

DOM/SOB/BOS/A.1/2026 - 27

Minutes of Meeting of the Board of Studies

Department of Management, School of Business, Adamas University

Academic Session 2026 - 27

Chair: Dr. Sudipta Majumder, Head of the Department

Venue: AU 1(Hybrid)

Day & Date: Monday , 03.08.2026

Time: 10.00 am

Following Members attended the Meeting

S.No.	Name	Designation	Signature
1	Dr. Sudipta Majumder	Head of the Department, Management - Chairperson	
2	Dr. Shauvik Roy Chowdhury	Director, CDOE - Member	
3	Dr. Samprit Chakrabarti	Deputy Director, CDOE - Member	
4	Dr. Swati Pal	Assistant Director, CDOE – Member	
5	Dr. Indranil Bose	Professor and Associate Dean, SOB - Member	
6	Dr. Sunny Bose	Professor- Member	
7	Dr. Mainak Chakraborty	Associate Professor- Member	
8	Dr. Amitabha Ghose	Associate Professor- Member	
9	Dr. Syed Tabrez Hassan	Associate Professor- Member	
10	Dr. Tanushree Dutta	Assistant Professor- Member	
11	Dr. Tathagata Dasgupta	Assistant Professor- Member	
12	Dr. Sarojkant Singh	Assistant Professor- Member	

13	Dr. Avradeep Ganguly	Assistant Professor- Member	AGanguly
14	Dr. Diptayan Bhattacharya	Assistant Professor- Member	
15	Dr. Anurag Shanker	Assistant Professor- Member	
16	Dr. Ruparnab Sengupta	Assistant Professor- Member	
17	Mr. Abhishek Ghosh	Assistant Professor- Member	A. Ghosh
18	Mr. Uttiya Kar	Assistant Professor- Member	Uttiya Kar
19	Mr. Partha Sarathi Roy	Assistant Professor- Member	P.S. Roy
20	Ms. Moumita Bhattacharya	Assistant Professor- Member	
21	Mr. Suman Pal	Assistant Professor- Member	
22	Dr. Anirban Sarkar	Professor Marketing, Department of Management, WBSU (External Member)	
23	Mr. Souvik Dutta	Lead - Data Science, R.P.Goenka Group (External Member)	

The Chairperson welcomed all the members to the ***Meeting of the Board of Studies (BOS)*** of the Department of Management, School of Business, Adamas University, for the academic session 2026-27.

The following deliberations were made on the BOS Agenda items.

Agenda 1: Approval of the Revised Programme Structure, Programme Project Report (PPR), and Self-Learning Material (SLM)/E-Learning Material (ELM) of the Master of Business Administration (MBA) Programme under Open and Distance Learning (ODL) and Online Learning (OL) Modes

The Academic Council is requested to consider and approve the revised Programme Structure of the Master of Business Administration (MBA) programme offered under the Open and Distance Learning (ODL) and Online Learning (OL) modes.

As advised by the Virtual Expert Committee (VEC) and the Expert Committee Recommendations dated 29th July 2026, the programme structure has been revised to bring it in consonance with the corresponding conventional MBA programme. The revised structure pertains to the 2024–25 batch, which already been passed out with 110 credits.

The Council is further requested to consider and approve the revised Programme Project Report (PPR), prepared in accordance with the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations and Guidelines, along with the revised Self-Learning Material (SLM) and E-Learning Material (ELM) aligned with the revised programme structure.

The detailed syllabus, programme structure, eligibility criteria, course framework, and the revised PPR, SLM, and ELM are placed at Annexure–I for consideration and approval.

Agenda 2: Any Other Item with the Permission of the Chair

ADAMAS UNIVERSITY

Open and Distance Learning

Programme Project Report (PPR)

“Management of Business Administration”

ODL MODE

CONTENTS

VII. Requirement of the laboratory support and Library Resources

VIII. Cost estimate of the programme and the provisions

IX. Quality assurance mechanism and expected programme outcomes

4. Annexure - Detailed Syllabi
5. Minutes of the Academic Council Meeting
6. Undertaking

ADAMAS UNIVERSITY
KOLKATA
PURSUE EXCELLENCE

1. About Adamas University

Adamas University is UGC-recognized and NAAC 'A' accredited, with program approvals from AICTE, BCI, PCI and NCTE for relevant disciplines, indicating compliance with national quality standards.

The University offers a diverse portfolio of undergraduate, postgraduate, and doctoral programs across disciplines such as engineering, science, management, law, media, agriculture, and more, promoting interdisciplinary learning.

VISION:

To be an internationally recognized center for management education through excellence in pedagogy, research and innovation, preparing socially responsible and industry ready management professionals who will emerge as the preferred choice for organisations

MISSION:

1. Focus on outcome based curriculum enabling intellectual, personal and professional growth through life long learning.
2. Integrate theory with practice to create solutions, embracing sustainability and diversity
3. Inculcate trans disciplinary culture through teaching and research in emerging areas.

4. Encourage students to inculcate entrepreneurial spirit, ethical and societal values, and contribute to nation building.

2. PREAMBLE

PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires

i. "**Programme**" means Post-graduate Degree Programme offered under Open and Distance Learning (ODL) mode.

ii. "**Course**" means a Theory/Project work and any other subject that is normally studied in a semester.

iii. "**Institution**" means ADAMAS University.

iv. "**Academic Council**" means the Academic Council, which is the apex body on all academic matters of ADAMAS University.

v. "**Controller of Examinations**" means the Controller of Examinations of ADAMAS University, who is responsible for the conduct of examinations and declaration of results.

vi. "**Director**" means the Director of the Centre for Distance and Online Education (CDOE), CDOE is a part of ADAMAS University. ADAMAS University credentials – 12 years in existence.

vii. "**Open and Distance Learning (ODL)**" means a mode of providing flexible learning opportunities by overcoming the separation of teacher and learner using learning materials and full-fledged programme delivery on Self-paced and duly assisted with personal contact programme and doubt clearing sessions.

- "**Self-Learning e-Module (SLM) for ODL mode**" means a modular unit of course material in e-learning form which is inter alia of course material in both hardcopy and digital earning form which is inter alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following :
- Self- Learning Material
- Self-Assessment Quizzes
- Case studies and web resource links for additional learning

3. CONTENTS OF PROGRAMME PROJECT REPORT (PPR)

I. Programme's Mission and Objectives:

The MBA Programme at Adamas University aims to prepare students to become dynamic and ethical leaders in the fields of management, entrepreneurship, and business innovation, equipped with strategic thinking, analytical skills, and global perspectives to excel in diverse organizational environments.

The mission and objectives are as follows;

1. Improve employability through progressive, outcome-based pedagogy and regular interaction with industry for lifelong learning.
2. Integrate theoretical knowledge with real-life practices through industry interface. Holistic development through transdisciplinary teaching and research in emerging areas leveraging technology. Encourage students to inculcate entrepreneurial spirit, ethical, societal and professional values, and contribute to nation-building.
3. Imparting knowledge and problem-solving capabilities using management theory as per organizational requirements.
4. Developing expertise in the areas of leadership, interpersonal skills, entrepreneurship, finance, marketing and human resource management.
5. Enhancing professional competency in meeting the challenges of a globalized world of business.
6. Developing ethical, social and environmental consciousness.
7. Inculcating fundamental concepts and skills of research in various fields of business.

II. Relevance of the program with HEI's mission and goals:

The MBA program is closely aligned with the mission and goals of a Higher Education Institution (HEI), contributing across several key aspects:

1. Specialization in a Niche Area: The MBA Programme is closely aligned with the Higher Education Institution's mission and goals by offering learning in niche areas that address emerging industry needs and societal challenges. Through focused specializations, the programme nurtures domain-specific expertise, strategic thinking, ethical leadership, and innovation

2. Industry Collaboration and Partnerships: The programme integrates industry-driven curriculum design, projects, internships, and collaborative research initiatives. These partnerships enhance experiential learning, foster innovation, and ensure the development of industry-ready management graduates who can contribute effectively to organizational growth, entrepreneurship, and societal advancement.

3. Career-Oriented Education: By integrating academic rigor with practical exposure, the MBA programme prepares graduates for diverse managerial roles, entrepreneurship, and lifelong professional growth, thereby contributing to organizational effectiveness and societal development.

4. Global Perspective and Internationalization: The programme integrates global business practices, international case studies and cross-cultural management. The programme prepares graduates to operate effectively in multicultural and international business contexts while contributing to global competitiveness and sustainable development.

5. Contribution to Economic Development: The programme emphasizes business sustainability, entrepreneurship development and industry engagement enabling graduates to drive organizational growth and employment generation. By integrating management education with practical problem-solving, the programme supports regional and national economic development while fostering inclusive and sustainable growth.

6. Sustainability and Ethical Practices: The programme integrates principles of ethical leadership, environmental responsibility and social accountability into its curriculum and experiential learning activities. The programme prepares graduates

to contribute to long-term organizational success while addressing societal and environmental challenges in an ethical and sustainable manner.

III. Nature of prospective target group of learners:

The target learners for the ODL MBA program are ambitious graduates seeking to enter fields like marketing, finance, consulting, or analytics and individuals seeking to develop advanced business management skills. The program focuses on nurturing a new era of skilled, global-minded business professionals, with a particular emphasis on digital, analytical, and leadership skills. Learners from diverse locations seeking flexible, location-independent access to a specialized MBA programme from a reputed institution.

1. Working Professionals aim to upgrade their skills for better opportunities in management without interrupting their current employment.
2. Individuals looking to transition into roles in sales, marketing, finance, or analytics.
3. Those looking to move from entry-level roles into management, such as in development consulting.
4. The ODL mode offers flexibility in learning, making it suitable for diverse learners by allowing self-paced study while ensuring access to quality education beyond geographical and occupational constraints.

IV. Appropriateness of programme to be conducted in ODL mode to acquire specific skills and competence:

An MBA programme offered through the ODL mode is particularly effective in developing specialized skills and competencies due to the following factors:

1. **Learning Flexibility and Wider Access:** Enables inclusive, flexible learning across regions and demographics, supporting equitable access and sustainable education.

2. **Industry-Aligned Curriculum**: Integrates current industry practices, emerging technologies, and essential professional skills into the curriculum.

3. **Global Access and Diversity**: Provides a platform for meaningful interaction among learners from diverse geographical, cultural, and professional backgrounds.

4. **Technology-Driven Teaching and Learning**: Employs digital platforms and tools to enhance learner engagement through technology-enabled pedagogical practices.

5. **Professional Networking**: Provides opportunities for collaborative engagement and professional networking with peers, faculty, and industry experts across diverse regions.

6. **Cost Efficiency in Learning:** Resource-efficient online delivery ensures wider access to quality management education while supporting sustainable academic practices.

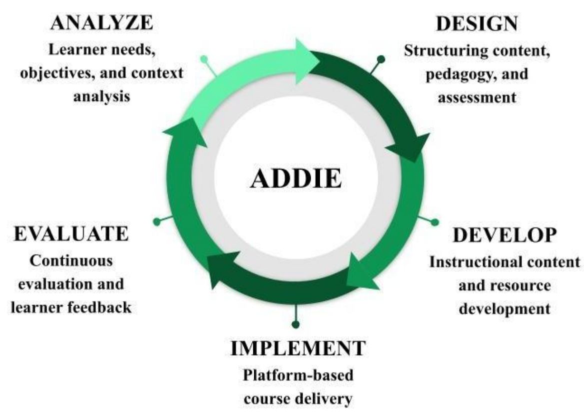
7. Alignment with Emerging Industry Trends: Facilitates timely curriculum and content updates to match evolving technological developments.

V. Instructional Design:

Instructional design refers to the systematic process of planning, developing, and delivering effective learning materials and educational programmes. It is applicable to both face-to-face and virtual learning environments, including ODL courses.

The programme follows the ADDIE instructional design model, which comprises the following five stages:

- Analyze - Identification of learner needs, objectives, and learning context.
- Design - Structuring of course content, learning strategies, and assessment methods.
- Develop - Creation of instructional materials and learning resources.
- Implement - Delivery of the course through appropriate instructional
- platforms.
- Evaluate - Continuous assessment and feedback to improve learning effectiveness.



PRO's of ADDIE Model:

- ADDIE provides a clear, systematic training design framework.
- The model is structured yet adaptable to diverse learning needs.
- ADDIE focuses on learner needs and objectives for effective training.
- It drives ongoing evaluation to improve training outcomes.
- The ADDIE model is widely recognized, which enables effective professional collaboration.

a. Curriculum Design & Credit Structure

COURSE STRUCTURE

Semester wise

FIRST SEMESTER				
Course Code	**Subject**	**Category**	**L-T-P-H**	**Credit**
ODLMBAGM101	Organizational Behaviour	**Major**	3-0-0-3	3
ODLMBAGSE102	Entrepreneurship Development	**SEC-1**	3-0-0-3	3
ODLMBAGF103	Managerial Economics	**Foundation**	3-0-0-3	3
ODLMBAGM104	Financial Accounting for Managers	**Major**	3-0-0-3	3
ODLMBAGM105	Marketing Management	**Major**	3-0-0-3	3
ODLMBAGM106	Quantitative Techniques for Management	**Major**	3-0-0-3	3
ODLMBAGSE107	Introduction to Data Analytics	**SEC-2**	2-0-2-3	3
ODLMBAGF108	Business Communication	**Foundation**	3-0-0-3	3
ODLMBAGM109	Human Resource Management	**Major**	3-0-0-3	3
	First year credits: 54			**27**

SECOND SEMESTER				
Subject Code	**Subject**	**Category**	**L-T-P-H**	**Credit**
ODLMBAGM201	Operations Management	**Major**	3-0-0-3	3
ODLMBAGM202	Management Science	**Major**	3-0-0-3	3
ODLMBAGM203	Financial Management	**Major**	3-0-0-3	3
ODLMBAGM204	Sustainable Marketing	**Major**	3-0-0-3	3
ODLMBAGM205	Research Methodology	**Major**	3-0-0-3	3
ODLMBAGF206	Economic Environment of Business	**Foundation**	3-0-0-3	3
ODLMBAGSE207	IT Skills for Managers	**SEC-3**	0-0-6-3	3
ODLMBAGSE208	Foundations for E- Commerce	**SEC-4**	3-0-0-3	3
ODLMBAGM209	Financial Services	**Major**	3-0-0-3	**3**
				27

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THIRD SEMESTER				
Course Code	**Subject**	**Category**	**L-T-P-H**	**Credit**
ODLMBAGM301	Business Ethics & Corporate Social Responsibility	**Major**	3-0-0-3	3
ODLMBAGM302	Legal Environment of Business	**Major**	3-0-0-3	3
ODLMBAGE303	Function Elective M/F/H- 1A	**Elective**	3-0-0-3	3
ODLMBAGE304	Function Elective M/F/H- 1B	**Elective**	3-0-0-3	3
ODLMBAGE305	Function Elective M/F/H- 1C	**Elective**	3-0-0-3	3
ODLMBAGE306	Function Elective M/F/H- 2A	**Elective**	3-0-0-3	3
ODLMBAGE307	Function Elective M/F/H- 2B	**Elective**	3-0-0-3	3
ODLMBAGE308	Function Elective M/F/H- 2C	**Elective**	3-0-0-3	3
ODLMBAGSE309	Advanced Statistical Modelling and Analytics	**SEC**	1-0-4-3	3
ODLMBAGSI310	Summer Internship	**SI**	0-0-6-3	3
	Second year credits: 56			**30**

FOURTH SEMESTER				
Course Code	**Subject**	**Category**	**L-T-P-H**	**Credit**
ODLMBAGM401	Strategic Management	**Major**	3-0-0-3	3
ODLMBAGM402	Logistics and Supply Chain Management	**Major**	3-0-0-3	3
ODLMBAGE403	Function Elective M/F/H-3A	**Elective**	3-0-0-3	3
ODLMBAGE404	Function Elective M/F/H-3B	**Elective**	3-0-0-3	3
ODLMBAGE405	Function Elective M/F/H-4A	**Elective**	3-0-0-3	3
ODLMBAGE406	Function Elective M/F/H-4B	**Elective**	3-0-0-3	3
ODLMBAGRP407	Live project/Dissertation	**PW/Major**	0-0-16-16	8
				26

Function Electives
Marketing Management
Consumer Behaviour & Industrial Buying Behaviour
Digital & Social Media Marketing
Retail Management
Services Marketing
Human Resource Management
Industrial Relations & Labour Laws
Talent Acquisition and Development
Performance & Compensation Management
Strategic Human Resource Management
Finance

Security Analysis & Portfolio Management
Financial Risk Management
Financial Services
Fin Tech

CREDIT DISTRIBUTION SUMMARY

Credit Distribution Summary	Category	S1	S2	S3	S4	Total
	Major	**15**	**18**	**6**	**6**	**45**
	Foundation	**6**	**3**			**9**
	Elective			18	12	**30**
	SEC	**6**	6	3		**15**
	SI			**3**		**3**
	Live project-Major				**8**	**8**
	Total Credits	**27**	**27**	**30**	**26**	**110**

CREDIT DISTRIBUTION (YEAR-WISE)

YEAR I	YEAR II	TOTAL
54	**56**	**110**

Detailed Syllabi

Detailed Syllabus for the Programme / Courses is attached in Annexure

c. Duration of the Program

The Programme can be completed in a minimum of 2 years, and a maximum of 4 years, as per UGC Regulations.

d. Faculty & Support Staff Requirements

Faculty shall be allocated as per the requirements stipulated in the UGC Regulations & Guidelines for ODL, as the following

Associate Professor / Assistant Professor: 2 nos.

Support Staff also shall be allocated, as per the guidelines, for the first 5000 students shall be always ensured.

e. Instruction Delivery Mechanisms

As per the UGC Regulations 2020 for Open and Distance Learning (ODL), the courses are delivered for ODL mode as follows:

- Distribution of Self -Learning material Hard and soft copies
- Personal Contact programme for each semester
- Doubt clearing sessions through virtual mode
- Extended LMS support for the students
- Assignments and Assessments

f. Instruction Media

Programme instruction shall be delivered through the Asynchronous and Synchronous mode using PCP on campus session for face to face interactions and also through the virtual live lectures. The LMS will be utilized additionally to facilitate continuous engagement between learners and faculty, enabling doubt resolution and academic support

g. Student Support Service Systems

Learner support services are provided through multiple channels, including web-based platforms, online chat, and telephonic support. Learners are also provided access to academic counseling services at the respective Department on the University campus. In addition, access to library resources at the University and Department levels is ensured in accordance with institutional and regulatory provisions.

VI. Procedure for admissions, curriculum transaction and evaluation:

A. ELIGIBILITY FOR ADMISSION

Eligibility for Admission into ODL Programmes (MBA) are as follows:

S.No.	Programme	Admission Requirements
1	MBA	Minimum 50% aggregate in 10 +2 or equivalent from any recognized board and 60% in UG from any recognised University in India or abroad. and CAT / MAT / XAT / AUAT qualified.

- The admission eligibility criteria for the ODL Learning (ODL) programme in MBA shall be the same as those prescribed for the MBA programme offered in the regular full-time (conventional) mode, in accordance with the applicable regulations and guidelines.
- The eligibility conditions for admission, including the class obtained, number of attempts in the qualifying examination, and physical fitness requirements, shall be

as prescribed by the Institution from time to time, in accordance with applicable regulations and institutional norms.

B. PROGRAM DELIVERY – METHOD & TOOLS

SLMs, shall be provided to learners at the commencement of the academic year.

A web-based learner portal shall be made available to provide access to the following academic and administrative services:

- Information pertaining to admission and enrolment processes
- Details of applicable fees and provisions for online fee payment
- Availability of the prospectus, relevant regulatory provisions, and detailed Programme syllabus.
- Academic and administrative notifications related to admissions, fees, examinations, and allied matters
- Details of individual courses, including progress tracking, internal evaluation scores, and outcomes
- Access to e-books and electronic versions of Self-Learning Materials (SLMs)
- Self-Assessment and practice tests (non-evaluative)

- Ongoing internal assessments and assignments
- Semester-wise virtual instructional sessions as doubt clearing will be conducted through recorded lectures and through Synchronous live sessions.
- Discussion forums to facilitate peer-to-peer interaction

C. DURATION AND STRUCTURE OF PROGRAMME

The minimum and maximum duration prescribed for the completion of the course shall be as follows:

Programme (ODL)	**Min. No. of Semesters**	**Max. No. of Semesters**
MBA	4	8

- The programme is structured to comprise the following components, in accordance with the prescribed curriculum:

a. Foundational and core courses

b. Programme -specific elective courses

c. Assignment components

d. Project component

- Instruction and assessment across all programme components shall be conducted exclusively in English.

- The curriculum and syllabi of the MBA ODL programme shall be as per the guidelines of the UGC / AICTE and approved by the Academic Council of this Institution.

- Each academic year shall span over one year, divided into two semesters. Continuous internal assessments and semester-end examinations shall be conducted in accordance with the approved Academic Calendar and Examination Schedule of the University.

- The curriculum and syllabi of the ODL MBA programme shall be identical to those prescribed for the MBA programme offered in the regular full-time (conventional) mode, in accordance with the applicable regulations.

- The assessment framework and the mechanisms for monitoring the teaching–learning process for the ODL MBA programme shall be the same as those prescribed for the MBA programme offered in the regular full-time (conventional) mode, in accordance with the applicable regulations.

- The curriculum of MBA ODL programmes shall follow the minimum prescribed credits required for the award of the degree as specified in the AICTE guidelines for this programme as given below:

Programmes	Minimum Prescribed Credits
MBA	110

The norms for delivery of courses offered through ODL mode are as follows:

S.No	Credit Value of the Course	Size of SMLs Range (in terms of units)	No. of Assignments	No. of Counseling Sessions Theory (10 percent of Total Study Hours) (hrs.)	Study Hours of Learner (hrs.)
1	2	6-10	1	6	60
2	4	14-20	2	12	120
3	6	20-28	3	18	180
4	8	30-34	4	24	240

D. DELIVERY OF LEARNING MATERIALS

In accordance with UGC guidelines, the self- learning material is developed in the block pattern aligning to the IGNOU format. The SLM of each course is crafted to ensure the learner's self- paced learning and hence introduces the topic from foundation to further progression. The SLM structure navigates right from the course objectives, Concepts, Nature, Scope, Theories, Functions, approaches in general and each of the unit will have a summary, key words, Check your progress, Anwers to the questions, Books and references and Term end questions pool for reference.

The student learners are provided with the hardcopy and soft copy of the SLM upon their enrollment into the programme. Unit-wise Continuous Internal Assessments (CIA) are designed in alignment with Bloom's Taxonomy–based assessment principles as per the semester-wise requirements of the course.

E. ASSESSMENTS AND EXAMINATIONS

- The assessment for programmes offered in the ODL mode shall comprise two components:

a. Formative Assessment (Continuous Internal Assessment) carrying a weightage of 30%

b. Summative Assessment (End Semester Examination) carrying a weightage of 70%

For project work the assessment pattern is as follows:

Review of Project Work		**Research work,Dissertation &Thesis**	
Component	**Marks**	**Component**	**Marks**
First Review	5	Presentation	15
Second Review	10	Content Originality	15

Third Review	15	Study/Model and Analysis Validity	15
		Findings & Conclusion	15
		Future Scope	10
Total	**30**		**70**

- End Semester Assessment Pattern for ODL Mode: The examinations shall be conducted in accordance with the norms prescribed for Open and Distance Learning programmes, either at the University headquarters.

- Appearing for semester-end theory examination for each course is mandatory and a student should secure a minimum of 50% marks for MBA programme in semester-end examination for the successful completion of the course.
- The components of continuous assessment for theory and practical courses shall be finalized in the first-class committee meeting.

- For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during the first appearance shall be considered for grading along with the marks scored in the semester-end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester-end examination to award grades and the internal assessment marks secured during the course of study shall not be considered.

The procedures followed for awarding marks and fixing grades for ODL programmes such as MBA are the same as for programmes offered in the regular(conventional) mode.

F. PASSING, DECLARATION OF RESULTS AND GRADE SHEET

- All assessments for a course shall be made on an absolute marks basis. However, the Class Monitoring Committee without the student members shall meet within 5 days after the End Semester Examination and analyse the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points for MBA are as follows:

PG Marks %	UG Marks %	GRADE	Grade Description	Grade Point
90-100	90-100	O	Outstanding	10
80-89	80-89	A+	Excellent	9
70-79	70-79	A	Very Good	8
60-69	60-69	B+	Good	7
50-59	50-59	B	Above Average	6
40-49	40-49	C	Average	5
*	35-39	P	Pass	4
<40	<35	F	Fail	0
		Ab	Absent	0
		Db	Debarred	0
* This grade is not applicable for PG Courses				

Credit point per course = Secured Grade Point x Course credit for all semesters

SGPA =

$$\frac{c1g1 + c2g2 + c3g3 + \ldots\ldots\ldots}{c1 + c2 + c3 + \ldots\ldots}$$

CGPA =

$$\frac{c1g1 + c2g2 + c3g3 + \ldots\ldots\ldots}{c1 + c2 + c3 + \ldots\ldots}$$

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Marks

Maximum CIA (Continuous Internal Assessment)	**30**
Maximum ESE (End Semester Examinations)	**70**

- A student who earns a minimum of five grade points, declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.

- The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and declared by the Controller of Examinations.

- Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester end theory examination answer script for more courses, on payment of prescribed fee to the Controller of Examinations.

- After results are declared, grade report shall be issued to each student, which contains the following details:

a. List of courses along with course code enrolled during the semester / arrear courses, if any;

b. Marks secured (CIA, ESE & Total);

c. Passing Minimum;

d. Grade Point Semester Wise Grade Point Average (GPA) of all courses enrolled from first semester onwards, if completed for the semester

e. Result

- GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.

- The formula for the conversion of CGPA to the equivalent percentage of marks is as follows:

Grade Point Average (G.P.A.)

$$= \frac{\text{Sum of multiplication of grade points and the credits of the courses (Total Credit Points)}}{\text{Sum of the credits of the courses (passed) in a semester (No. of Credits)}}$$

* G.P.A. and No. of Credits will not be displayed for Students who have not cleared all the courses.

Percentage Equivalent of Marks = CGPA X 10

- For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of the performance of students and ranking, CGPA will be considered up to three decimal places.

G. POWER TO MODIFY THE REGULATION

Adamas University's Academic Council has the RIGHT and POWER TO MODIFY any of the above regulations from time to time as per the guidelines.

VII. Requirement of the laboratory support and Library resources:

Students registered in the ODL programme and who desire to avail themselves of library facilities will be permitted to make use of the the Central University Library. Additional digital resources access will also be provided via the Learning Management System, with access to e -Library.

Courses that require Laboratory support shall be provided with online virtual lab and lab simulation tools and software, to allow students to practice accordingly.

VIII. Cost estimate of the programme and the provisions:

The Finance Committee will set aside budgetary provisions towards Programme Development, Programme Delivery, and Programme Maintenance. Once the programmes are operational, fee receipts from the program may be used to cover the same, as per the guidance of the Governing Board. The cost estimate is given in Indian Rupees (INR) for launching ODL programmes such as MBA

1. Technology Infrastructure: Total	
Website Development:	300000
Learning Management System (LMS):	300000
Video Conferencing Tools:	75000
2. Content Creation: 0	
Curriculum Development:	75000
Multimedia Production:	150000
Copyrights and Licensing:	300000
3. Faculty and Staff: 0	
Instructional Designers:	3450000
Subject Matter Experts:	4200000
Technical Support:	450000
4. Marketing and Promotion: 0	
Digital Marketing:	225000
Branding and Design:	150000
5. Administration and Operations: 0	
Administrative Staff:	2850000
Legal and Regulatory Compliance:	300000
6. Infrastructure and Equipment: 0	
Servers and Hosting:	300000
Computers and Devices:	450000
7. Miscellaneous Expenses: 0	
Training and Development:	300000

Contingency Fund:	150000
Total	14025000

IX. Quality assurance mechanism and expected program outcomes

a. Review Mechanism for Programme

b. Course Benchmarking

c. Mechanism for Monitoring Effectiveness.

Review Mechanism for Programme :

The University has established a robust quality assurance framework to ensure continuous review and enhancement of academic programmes offered through the ODL mode. The Centre for Internal Quality Assurance (CIQA) plays a pivotal role in initiating and implementing quality-related measures across teaching, learning, research, and administrative processes.

The CIQA undertakes initiatives related to research promotion, campus development, adoption of ICT-enabled teaching practices, focused academic support for research scholars through workshops, and coordination of Academic and Administrative Audits of the University.

At the end of every academic year, the University conducts a comprehensive assessment of the curriculum, courses, and academic programmes through structured student feedback. The assessment covers key areas such as:

1. Reasons for selecting the course/programme
2. Availability and adequacy of departmental facilities
3. Quality and relevance of the syllabus

4. Effectiveness of internal assessment and evaluation processes
5. Quality of teaching, including regularity of classes, command over subject and language, student engagement, and timely completion of syllabus
6. Overall rating of the programme and the department

The feedback collected is analyzed and contributes to the academic quality radar prepared by the CIQA for continuous improvement.

Course Benchmarking:

To ensure parity and quality, ODL programmes are benchmarked against corresponding on-campus full-time programmes offered by the University. Students' learning outcomes, as reflected through examinations and continuous assessments, are periodically compared to ascertain academic equivalence and quality standards.

Mechanism for Monitoring Effectiveness:

As part of the Quality Assurance Mechanism for ODL programmes, the University shall establish a dedicated Centre for Internal Quality Assurance (CIQA) exclusively for programmes offered in the ODL mode. The CIQA shall function in accordance with the Quality Assurance Guidelines prescribed under the UGC Regulations, covering aspects such as learning materials in multiple media, curriculum design, pedagogy, human resources, and learner support services.

The CIQA shall also conduct regular training and capacity-building programmes for teaching staff, administrative staff, and academic counsellors to enhance effectiveness in ODL programme delivery.

The University's Internal Quality Assurance Cell (IQAC) shall work in close coordination with the CIQA to develop and implement systematic feedback mechanisms. A 360-degree feedback system involving students, faculty, counsellors, and administrative staff shall be adopted. The feedback received shall be analyzed, and appropriate corrective and enhancement measures shall be implemented on a continuous basis.

Further, after completion of the degree programme, alumni shall be periodically surveyed through structured email-based feedback and interviews to assess the impact of the programme on their professional growth and academic advancement.

The insights gathered shall be used to strengthen programme outcomes, align curriculum with industry standards, and ensure continuous quality enhancement.

4. ANNEXURE - DETAILED SYLLABI

ODLMBAGM101	**Organizational Behaviour**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours – 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of significance of human skills in the organizational setting**				
Co-requisites	**Understanding of the challenges of people management**				

Course Objectives:

- To develop a better understanding of individual behaviour dimensions that determine workplace interpretation and evaluation
- To cultivate among the students an understanding of human behaviour in groups

- To develop student's knowledge and skills in leadership, power, communication, negotiation and conflict management
- To help in understanding impact of politics, conflict and stress on organizational functioning
- To improve decision making abilities and resulting effectiveness of managers in a global work environment in the 21st Century

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: recall fundamental theories and concepts of organizational behaviour, such as motivation, leadership, group dynamics, and organizational culture, to build a foundational understanding of human behaviour in organizations.
- CO2: Explain how individual and group behaviors influence organizational effectiveness, to understand the dynamics of employee interactions and their impact on organizational outcomes.
- CO3: Apply organizational behaviour theories to real-world business scenarios, to enhance leadership effectiveness, team collaboration, and organizational culture.
- CO4: Analyze workplace situations and behaviours, including conflict resolution, decision-making, and organizational change, to diagnose challenges and opportunities within an organization. CO5: Evaluate the effectiveness of organizational behaviour interventions, such as leadership styles, motivational techniques, and team-building activities, to improve organizational performance and employee satisfaction.

Course Description:

This course is intended to provide the student with cutting edge thinking on a variety of Organizational Behaviour and Management Issues. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, organizational culture and development etc. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

Course Content:

Unit I: Management and Organizational Behavior: What is Organizational Behaviour? Evolution of Organization Behaviour, Disciplines contributing to the growth of Organization Behaviour, Levels of Behavior at the workplace. [7L]

Unit II: Individual Behavior Dimensions in an Organization: Diversity, Equity, and Inclusion in Organizations, Job Attitudes, Emotions and Moods, Personality and Individual Differences, Perception and Individual Decision Making, Motivation Concepts, Motivation: From Concepts to Applications. [10L].

Unit III: The Group Behavior Dimensions in an Organization: Foundations of Group Behaviour, Understanding Work Teams, Communication, Leadership, Power and Politics, Conflict and negotiation, Foundations of Organization Structure. [10L]

Unit IV: The organization system: Organization culture, climate and change, Organization Structure, Stress and health in organizations, Innovation and human behaviour, Learning and Learning Organization, Organization Development.
[10L]

Unit V: Emerging areas of Organization Behaviour (Research focused):

Technology and data (Digital transformation and AI, Organizational Analytics, Knowledge Management), People and Culture (Diversity, Equity and Inclusion; Employee Wellbeing and Work Life Balance, Changing Employee Expectations), Organizational Citizenship Behaviour (OCB). [8L]

Text Books:

1. Robins, S.P., and Sanghi, S.: Organizational Behaviour, Ed. xi, Pearson-Education, New Delhi.
2. Luthans, F.: Organizational Behaviour, Ed. vii, PHI, New Delhi.
3. Prasad, L.M.: Organization Theory and Behaviour, HPH, New Delhi.
4. Aswathappa, K.: Organizational Behaviour, HPH, New Delhi.

Reference Books:

1. Sakaran, U.: Organizational Behaviour, TMH, N. Delhi.
2. Newstrom J. W., and Davis, K.: Organizational Behaviour: Human Behaviour at Work, Ed. v., Tata McGraw Hill, New Delhi.
3. Mullins, L. J.: Management and Organizational Behaviour, Pearson- Education, N. Delhi. 4. Bhattacharya D.K.: Organization Behaviour, OUP, New Delhi.
5. Robbins, Stephen P., and Mathew, Mary: Organization Theory: Structure, Design and Applications, Ed. iii, Pearson Education.

Project:

The class will be divided into groups consisting of 5 members in each. Each group will select a company of their choice in order to understand the people related issues in that particular company through interactions with their HR Department and functional managers. The objective of the project is to acquaint the students with the relevance of the concepts of Organizational Behaviour in the organizational setting. Students are required to submit their project reports just after mid-semester examination. Each group will present their work in the class such that all students have a clear idea of the behavioral issues of several companies.

ODLMBAGSE102	**Entrepreneurship Development**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basic understanding of business, innovation and marketing**				
Co-requisites	**--**				

Course Objectives:

- To expose students about entrepreneurship and its importance in every sector of economy since it opens up the door for enterprise creation in every sector of business.
- Skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises.
- Creating an entrepreneurial eco-system essential in our country.
- Developing an entrepreneurship movement through its education.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Identify the fundamentals idea of entrepreneurship.
- CO2. Recognize the importance of having strong entrepreneurial characteristics.
- CO3. Develop business idea generation and converting the idea into a business model.
- CO4. Explain role of government agencies that renders support in terms of policies, assistances etc. CO5. Illustrate the sustenance and growth of the enterprises by start-up entrepreneurs.

Course Description:

Entrepreneurship is generally understood to be the practice of starting new business organizations in response to perceived opportunities. It results in establishment of small one-person businesses as also large organizations capable of creating many job opportunities. Entrepreneurship has been identified as one of the major trends shaping business, economy and even society. The modern study of entrepreneurship owes a lot to the pioneering efforts of Joseph Schumpeter and other economists. Similarly, Frank Wright, Peter Drucker, and many others have successfully contributed to the growth of entrepreneurship theory, practice and research. In recent times, entrepreneurship and entrepreneurs have received a lot of attention from academicians, writers, media, and general public. The achievements and contributions of entrepreneurs have been acknowledged by society. Many entrepreneurs are honoured and awarded for their achievements nationally as well as internationally.

Course Content:

Module 1: 10[L]

Introduction - Understanding the meaning of Entrepreneurial ship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs – MSME Classification in India Entrepreneurial Scene in India - Factors influencing Entrepreneurship.

Module II 5[L]

Early Career Dilemmas of an Entrepreneur, The Entrepreneur's Role, Task and personality A typology of Entrepreneurs: Defining Survival and success, Entrepreneurship as a Style of Management

Module III 10[L]

Entrepreneurial growth - Role played by government and non-government agencies - EDP's, WBIDC, SIDBI, IDBI, IFCI. Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs.

Module IV 5[L]

Business plan, Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Location Feasibility.

Module V 5[L]

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

Reference Books:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management. HPH (2019) 2. Khanna - Entrepreneurial Development. S. CHAND (2018)

3. Rajeev Roy- Entrepreneurship, Oxford University Press

ODLMBAGF103	**Managerial Economics**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Exposure to Basic Economic Theory at Undergraduate Level**				
Co-requisites	**Mathematics: Basic Calculus**				

Course Objectives:

Managers are faced with constraints, both at micro level and at macro level. Faced with these constraints they need to optimally use the resources and find solution to fulfil the goals of a business organization, most imperatively maximizing the profits. Economic theory serves as a guiding force to optimize and seek scientific solutions. This course aims to introduce the economic theory relevant for managerial decision making in a problem-solving perspective. By the end of this course students should be familiar with the basic tools of managerial economics and be able to apply them to find optimal solutions. A primary purpose of the course is to develop constructs useful for other courses and make use of content taught in other courses[1].

Course Outcomes:

On completion of the course, it is expected that students will be able to:

- CO1: Explain fundamental economic concepts such as demand, supply, elasticity, and market structures; to understand how economic principles influence business decision-making.
- CO2: Apply marginal analysis, pricing strategies, and cost-benefit analysis to managerial decision-making, to solve business problems and optimize resource allocation.

- CO3: Analyze market trends, economic data, and external factors, such as inflation and government policies, to assess their impact on business strategies and operations.
- CO4: Evaluate the impact of global economic forces—such as trade dynamics, exchange rates, and international regulations—on managerial decision-making and competitive strategy in diverse market environments
- CO5: Integrate economic reasoning with ethical and sustainability considerations to formulate responsible business strategies that balance profitability with long-term societal impact.

Course Contents:

Unit-1: Introduction

The Central Concepts of Economics, Scarcity & Efficiency, Production Possibility Frontier, Concept of Opportunity Costs, Modern Mixed Economy, Basic Elements of Demand & Supply-Demand & Supply Schedule, Equilibrium of Demand & Supply

Unit-2: Microeconomics: Supply, Demand and Product Markets

Price Elasticity of Demand and Supply, Demand & Consumer Behavior, Production & Business Organization, Factors of Production, Theory of Production and Costs,

Unit 3 - Market Structure- Perfect Competition, Oligopoly and Monopoly, Duopoly, Monopolistic competition

Unit-4: Macroeconomics: Economic Growth & Business Cycles

Overview of Macroeconomics, Measuring Economic Activity, Business Cycles and Aggregate Demand

Unit-5: Unemployment, Inflation, Concept of Money and Economic Policy, Measuring

Unemployment, Impact of Unemployment, Phillips Curve, Dilemmas of Anti-Inflation Policy,

Concept of Money – Fischer's money **multiplier**

Text and Reference:

Truett L.J and Truett B Dale, 2008. "Managerial Economics: Analysis, problems, cases", eight editions. Wiley India.

Sikdar Soumyen (2009). "Principles of Macroeconomics" Oxford University Press Reference Readings:

Salvatore. D Adapted by Ravikesh Srivastava, 2008. "Managerial Economics: Principles and worldwide Application", Sixth edition, Oxford University Press

Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, 2008, "Microeconomics", Sixth edition, Pearson Education.

Edward T. Dowling, 2001." Introduction to Mathematical Economics", third edition, Schaum's outline series, Tata McGraw Hill.

Hirschey Mark 2007. "Economics for Managers", latest Edition, Thomson

Thomas and Maurice 2008. "Managerial economics: Concepts and Applications". Tata McGraw-Hill Dornbusch, Fischer and Startz. 2009." Macroeconomics" Tenth edition, McGraw-Hill Education Economic Times / Business Standard; Economic and Political Weekly; Economic Survey

		L	T	P	C
ODLMBAGM104	**Financial Accounting for Managers**	L	T	P	C
Version 1.0	**Contact Hours – 45**	3	0	0	3
Pre-requisites/Exposure	**Basic Knowledge of Business Functions**				
Co-requisites	--				

Course Objectives:

- To make student understood the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity)
- To develop an awareness and understanding of the accounting process and fundamental accounting principles
- To build the ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Identify key accounting concepts and principles, such as double-entry bookkeeping, accrual accounting, and the accounting equation, to understand the basics of financial accounting.
- CO2: Explain the structure and purpose of financial statements, including the income statement, balance sheet, and cash flow statement, to interpret the financial health of an organization.
- CO3: Analyze financial statements using ratios, trends, and comparative data, to evaluate organizational performance and make informed management decisions.

- CO4: Evaluate financial data for internal control, budgeting, and forecasting purposes, to ensure financial accuracy and strategic planning.
- CO5: Design financial reports and budgets that align with organizational goals, to support effective managerial decision-making and resource allocation.

Course Description:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making and analytics. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition, the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. Strong foundations in financial analysis, and interpreting financial statements also managerial analysis and budgetary control. From this second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable business opportunities and to contribute significantly to better management in organizations.

Course Content:

Module -1 6[L]

Introduction to Financial Statements: Forms of Business Organization – Users of Financial Information – Business Activities – Financing, Investing, operating – Income Statement, Retained Earnings Statement, Balance Sheet, Statement of Cash Flows, Interrelationships of Statements,
Elements of annual Report – Assumptions and Principles in Financial Reporting.

Module -2 9[L] A Further Look at Financial Statements: Materiality and Conservatism - Financial Statements Revisited – The Income Statement, The statement of Stockholder's Equity, The Classified Balance Sheet – Currents Assets, Long Term Investment, Plant, Property, Equipment, Intangible Assets, Current Liabilities, Long Term Liabilities, Stockholder's Equity, Using a Classified Balance Sheet - The Statement of Cash Flows. Understanding GAAP of Europe, USA and India (US GAAP, IFRS, Ind AS).

Module -3 7[L] Financial Analysis – The Big Picture: Earning Power and Irregular Items – Discontinued Operations, Extraordinary Items, Changes in Accounting Principles, Comprehensive Income – Comparative Analysis – Ratio Analysis

Module -4 11[L] Reporting and Analyzing Long Term Assets: Determining the Cost of Plant Assets – Land, Land Improvements, Buildings, Equipment – Accounting for Plant Assets – Depreciation, Amortization, Expenditure during Useful Life, Impairments, Plant Asset Disposals – Analyzing Plant Assets – Average Useful Life, Average age of Plant Assets, Asset turnover Ratio – Intangible Assets – types – Accounting for intangible Assets – Financial Statement presentation of Long Term Assets. Amortization of prepaid expenses

Module -5 12[L] Statement of Cash Flows and Fund Flow: Purpose – Format – Classification of Cash Flows – Usefulness – Preparing the Statement of Cash Flow – Indirect Method – Direct Method – Using Cash Flows to Evaluate a Company. Preparation of budgets, comparing budgets and actuals and thus interpreting financial performance, variance analysis, steps for effective budgetary control

Reference Books

1. Accounting Principles by Weygandt, Kieso and Kimmel, Wiley

2. Accounting: Texts and Cases by Robert Anthony, David Hawkins Kenneth A. Merchant, Mc Graw Hills

3. Accounting for Management- Maheshwari & Maheswari, Vikas Publishing House 4. Financial

Accounting of Management- Ambrish Gupta, Pearson

ODLMBAGM105	**Marketing Management**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basic knowledge of business and marketing is useful**				
Co-requisites	--				

Course Objectives:

- To understand the basic concepts of marketing management
- To understand the marketing environment
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision making

Course Outcomes:

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

- CO1: Understand the fundamental marketing concepts such as the marketing mix, segmentation, targeting, and positioning, to build a foundational understanding of marketing management.
- CO2: Explain how consumer behavior, market research, and competitive analysis influence marketing strategies, to develop a customer-centric marketing approach.
- CO3: Apply marketing management techniques, such as developing value propositions and pricing strategies, to solve real-world marketing challenges and drive business growth.

- CO4. Analyze marketing data and competitive environments, to assess the effectiveness of marketing strategies and recommend improvements.
- CO5: Evaluate different pricing, promotion, and distribution strategies, to determine their impact on brand positioning and profitability.

Course Description:

Marketing management continues to reflect the changes in the marketing discipline over the past five decades. Companies now sell products and services through a variety of direct and indirect channels. Mass advertising is not nearly as effective as it was, so marketers are exploring new forms of communication, such as experiential, entertainment, and viral marketing. Customers are telling companies what types of product or services they want and when, where, and how they want to buy them. They are increasingly reporting to other customers what they think of specific companies and products- using email, blogs, podcasts, and other digital media to do so. As a result, marketers have shifted gears from managing product portfolios to managing customer portfolios, compiling databases on individual customers so they can understand them better and construct customized offerings and messages. Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their exams, case study discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing. Classroom activities include lecture sessions, case study discussion to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, peer learning, live projects, and analysis of video cases.

Course Content:

Unit-1: 8[L]

Introduction to Marketing: Definition of Marketing, Marketplace and Customer Needs, Customer- Driven Marketing Strategy, Marketing Myopia, Marketing Plan, Building Customer Relationships Marketing, Challenges for 21^{st} century. Understanding the impact of Macro and Micro environment on Marketing, and Global Marketing environment, Concept of Green Marketing

Unit-II: 8[L]

Consumer Markets and Consumer Buyer Behavior: Model of Consumer Behaviour, Factors Affecting Consumer Behaviour, Types of Buying Behaviour, Buyer Decision Process

Business Buying Behaviour (B2B/B2B2C), Quotation management /Bid management

Unit-III: 6[L]

Customer-Driven Marketing Strategy: Market Segmentation and Targeting, Differentiation and Positioning — Frame of Reference, Points of Parity and Difference, Mass Customization

Products, Services and Brands: Product, Service and Brand decisions, Product Life Cycle Strategies Shortened PLC: New Product Development

Unit IV: 8[L]

Pricing Decisions: Concept of Price, Factors to Consider When Setting Prices, New Product

Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes, Ease of Price and Product Comparisons because of Technology, Yield Pricing, Dynamic Nature of Pricing. Revenue generation **Communications**: The Promotion Mix, Communication Process, Steps in Developing Marketing Communication, Promotion Budget.

Unit V: 7[L]

Channel Decisions- Distribution, Retailing & Wholesaling: Marketing Channels - Nature, Importance and Value Delivery, Channel Organization, Channel Design and Channel Conflict Decisions, Marketing Logistics and Supply Chain Management, Wholesaling, Retailing, Disintermediation, Distribution (primary, Secondary, Tertiary), D2C distribution Role of Distribution in the Digital Era, E-tailing and its Advantages, and Integrated Marketing.

Reference Books:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2019). *Marketing management: a south Asian perspective* (15th ed.). New Delhi: Pearson.
2. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2018). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
3. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2019). *Basic Marketing.* New Delhi: Tata McGraw-Hill
4. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: global perspective Indian*

ODLMBAGM106	**Quantitative Techniques for Management**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Business Mathematics & Business Statistics, Bridge Course on this**				
Co-requisites	**--**				

Course objectives:

- To develop knowledge about the principles of probability theory and different types of random variables
- To help the students to learn various techniques of statistical inference
- To provide the basic concepts of Linear programming and Integer programming

Course Outcomes

On completion of this course, the students will be able to:

- CO1: Recall descriptive statistics and principles of probability
- CO2: Apply probability theory to a variety of problems
- CO3: Analyse a given data set using different statistical tools
- CO4: Apply Linear programming and Integer programming techniques for modelling and solving real-life decision-making problems
- CO5: Interpret the results of quantitative analyses to support strategic decision-making and communicate insights effectively in managerial contexts

Course Description:

The course is designed to make the students familiar with the basic probabilistic, statistical, and linear programming techniques. The focus of this course is to enable the students to apply relevant quantitative tools in business decision making. All the lectures will be devoted on discussions of **basic** and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation. The tutorials will familiarize the students with practical problem-solving techniques led by the course coordinator. Students will strongly grab the basic concepts of the subject via exercise and discussions with the coordinator.

Course Structure:

Unit-1: Introduction to Quantitative Techniques Introduction to Data Analysis, Data Types, Measurement Scale

Unit-2: Measures of Central Tendency Arithmetic Mean, Median, Mode, Business Applications of Central Tendency

Unit-3: Measures of Dispersion & Correlation Concept of Dispersion, Absolute and Relative Measures of Dispersion, Skewness & Kurtosis, to define levels of

Unit-4: Theory of Probability Probability Basics, (Addition, multiplication theorem, conditional probability) Axiomatic Theory, Business Applications of Probability, Concept of Probability Distributions, Normal Distribution and its applications – basic probability. Major emphasis on normal distribution

Unit-5 Introduction to Predictive Analytics Predictive Analytics Concept, Dependent and Independent Variables, Linear Regression Concept, Estimation of Model Parameters, Goodness of Fit Measures, Correlation

Reference Books:

1. Black, K. (2008). Business statistics for contemporary decision making (5thed.). New Delhi: Wiley India.
2. Taha, H. A. (2007). Operations Research: An Introduction (8thed.). Delhi: Pearson Education. 3. Gupta, S. P., & Gupta, M. P. (2005). Business statistics. Delhi: Sultan Chand & Sons. Reference Books:

1. Spiegel, M. R., Schiller, J., & Srinivasan, R. A. (2004) Probability and statistics (2nded.). New Delhi: Tata McGraw Hill.
2. Levin, R. I., & Rubin, D. S. (1999). Statistics for management (7thed.). New Delhi: Prentice Hall of India.
3. Webster, A. (2006). Applied statistics for business and economics (3rded.). New Delhi: McGraw Hill.

ODLMBAGSE107	**Introduction to Data Analytics**	**L**	**T**	**P**	**C**
Version	**Contact Hours - 45**	**2**	**0**	**2**	**3**
Prerequisites/Exposure	**PG**				
Co-requisites	**Basic Quantitative Aptitude, Basic Computer Literacy**				

Course Objectives:

- To understand various data sources and data manipulation techniques
- To obtain functional knowledge of spreadsheet to do data analysis
- To clean, transform and analyse data from various business domains and arrive at actionable insights
- To present findings of analysis through various charts and diagrams

Course Outcome:

- CO1: Identify key concepts and tools in data analytics, such as data collection, cleaning, and visualization techniques, to understand the foundational elements of data analytics.
- CO2: Explain how descriptive, predictive, and prescriptive analytics can be used to inform business decisions, to gain insights into data-driven decision-making.
- CO3: Apply data analysis techniques using tools like Excel, R, or Python, to analyze business data and generate actionable insights.
- CO4: Analyze business datasets to identify trends, patterns, and correlations, to support data-driven strategies and improve decision-making processes.
- CO5: Interpret and communicate analytical findings through dashboards, reports, and data storytelling techniques, to support strategic decision-making and stakeholder engagement

Course Structure:

Unit I: Introduction to Data Analytics- 10[L]

Data Types, Data Structures, Overview of various Statistical Modelling Techniques, Basic Statistics- Measures of Central Tendency, Dispersion, Correlation

Unit II: Excel Basics- 10[L] LookUp Functions, Pivot Tables, Numeric & Text Functions, Date Functions, Conditional Functions

Unit III: Data Analysis using Spreadsheet- 10[L] Solving Business Cases across different business domains

Unit IV: Visualization & Charts- 8[L] Presenting Data using charts/diagrams in MS Excel

Unit V: Building Effective Presentation through PowerPoint- 7[L] Overview of PowerPoint, Building PowerPoint Presentations- Dos and Donts

Suggested Readings:

· Statistics for Management- Levin, David S. Rubin

· Microsoft Excel 2013- Data Analysis & Business Modelling

· Microsoft PowerPoint 2013- Step by Step

ODLMBAGF108	**Business Communication**	**L**	**T**	**P**	**C**
Version 1.2	**Contact Hours – 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of significance of language**				
Co-requisites					

Course Objectives:

- To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non- verbal in context of the organization.
- To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
- To provide to the students the basic understanding of the verbal and non - verbal communication so that they understand the different aspects of spoken and written business communication.
- To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Explain the core principles of business communication, including verbal, non-verbal, and written formats, to develop effective communication strategies.
- CO2: Apply business communication techniques in professional settings, such as presentations, meetings, and negotiations, to convey information clearly and persuasively.
- CO3: Analyze various communication models and situations in business contexts, to identify barriers to effective communication and propose solutions.
- CO4: Design communication plans tailored to specific business scenarios, incorporating feedback and utilizing appropriate channels to achieve strategic goals.
- CO5: Evaluate the effectiveness of business communication practices by using feedback mechanisms and communication analytics, to enhance clarity, audience engagement, and organizational impact.

Course Description:

Communication skill in a manager is one of the important skills, which a manager must possess to perform his/her role(s) effectively in an organization. Since he/she deals with employees, and with customers outside the organization, it is important that in an organization he should be well equipped in terms of different aspects of business communication. The course therefore covers all constituents, which will make a manager's job easy to handle.

Classroom activities involving lectures, discussions and case studies analysis (topped up with role-play) will be designed to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Content:

UNIT 1- [5L]

Conceptual Issues in Communication, Principles of Communication, Process of Communication, Communication Networks in an Organization, Verbal and Nonverbal Communication.

UNIT II [8L]

Barriers and Aids to Communication, The 7 C's and the 4 S's of Communication, Talk Tactics: Private and Public Speaking. Critical Reasoning : Theory and Caselets. The Framing of Arguments to Persuade, Convince and Negotiate. Principles of Deductive and Inductive Principles in understanding Assumptions. Drawing Conclusions. Case Study Analysis in terms of Business and Current Affairs.

UNIT III [8L]

Listening Process, Difference between Listening and Hearing. Deterrents to the Listening Process, The Positive Connotations of Good Listening, Case Study Analysis, Non-Verbal Communication, Non-Verbal Signifiers and Communication, Body Language and Global Business Etiquette, Cross Cultural Communication, Case Study and Dramatic Practical on the above.

UNIT I V [8L]

Written Communication, The 7 Cs of Written Communication, The First Draft and the Craft of Editing a write up. Memos, Letters, Emails, Net Etiquette and other Business Correspondence. Presentations: Preparing it and making an effective delivery. Practical Exercises.

Negotiating Skills for Business. Telephone Culture and Video Conferencing. Group Discussion: Basics and Practice, Personal Interview: C.V. Format. Frequently Asked Questions and Mock Interviews.

ODLMBAGM109	**Human Resource Management**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Graduation level Knowledge**				
Co-requisites	**--**				

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- To help the students to understand the role of HRM in effective business administration and how HRM can be used as a tool to execute strategies.
- To enable the students in order to analyze the elements such as the environment surrounding each company and their vision, values and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture.

- To help the learners to look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems.
- To help the students to gather the in-depth knowledge of human resource management in modern organizations.
- To make the students familiar with the new HRM practices and processes.

Course Outcome:

On completion of this course the students will be able to:

- CO1: Describe the key concepts and functions of Human Resource Management, including recruitment, selection, training, and performance appraisal, to understand the role of HRM
- CO2: Apply HRM principles in areas such as workforce planning, talent acquisition, and employee development, to address organizational challenges and enhance productivity.
- CO3: Analyze HR policies and practices in relation to labor laws, organizational culture, and employee behavior, to assess their impact on organizational effectiveness.
- CO4: Evaluate the effectiveness of HR strategies and interventions, such as training programs, compensation systems, and performance management, to improve employee engagement and organizational performance.
- CO5: Design strategic HR initiatives using human capital analytics, diversity and inclusion frameworks, and change management principles, to align workforce capabilities with long-term organizational goals

Course Description:

As Human Resource Management links people-related activities to business strategy, this course develops a critical understanding of the role and functions of the various human resource activities in an organization by providing students with a comprehensive review of key HRM concepts, techniques and issues such as job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, as well as the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment. At the end of the course, each student should be able to know, comprehend, apply, analyze and evaluate the HR issues in the organizations to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, HRM practices, and the ability of managers and the organization to achieve prescribed goal.

Course Contents:

Unit-I: **The human resource environment:** Managing Human Resources, Trends in Human Resource Management, Providing Equal Employment Opportunity and a Safe Workplace, Analyzing Work and Designing Jobs. [**8 L**]

Unit II: Acquiring, training and developing human resources: Objective, Process of HRP. Supply and Demand Forecasting Techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Personnel Policy, Rightsizing, Restructuring, Human Resource Information System (HRIS), Strategic Planning, Job Analysis, Case study, Tools for HRP, Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors. [8 L]

Unit III

Assessing and improving performance: Assessment and Competency Development. Purpose, Methods, Appraisal Instruments, 360degree Appraisal, HR Score Card, Errors in Appraisal, Potential Appraisal, Training Process and Methods, Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Management Development Programme, Case Study. [14 L]

Unit IV

Compensation and Reward Management: Concepts, Components; Concepts of Wages, System of Wage Payment, job evaluation, wage/ salary fixation, incentives/formulating incentives plan, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans. [8 L]

Unit V:

Contemporary HR practices: Introduction to HR analytics, Introduction to Strategic HR, Introduction to International HR, and Technology enabled HR, Sustainable HR. [7 L]

Suggested Reading

Text Books

T1: K Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill Education, 2017. T2: Gary Dessler, "Human Resource Management", Seventh Edition, Prentice-Hall of India T3: VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books T4: Bennison M & J Casson: The Manpower Planning Handbook, McGraw Hill

Reference Books

R1: Walker J W: Human Resource Planning, MGH

R2: William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey: McGraw Hill.

R3: Martin, J. (2010). Key concepts in human resource management: New Delhi: Sage Key Concepts Series. R4: Mello, J. A. (2010). Strategic Human Resource Management (3rd ed.). India: Cengage learning. R5: Sangvi Seema - Human Resource Management: Excel Books

R6: Dessler, G. (2008). Human resource management (11th ed.). New

ADAMAS UNIVERSITY KOLKATA
PURSUE EXCELLENCE

Delhi: Pearson Prentice Hall

ODLMBAGM201	**Operations Management**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding Supply Chain and Logistics**				
Co-requisites	**--**				

Course Objectives:

- To provide knowledge of Production to make students understand the application of production activity in corporate.
- Students should be able to gain knowledge of the basics and current trends and applications of Production management, Layout, work study etc.

Course Outcomes:

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

- CO1: Explain key concepts in operations management, such as process design, capacity planning, supply chain management, and quality control, to understand the role of operations in business success.
- CO2: Apply operations management techniques, such as lean management, inventory control, and process improvement, to enhance operational efficiency and productivity.
- CO3: Analyze operational challenges and bottlenecks using tools like Six Sigma, process mapping, and queuing theory, to identify areas for process optimization.
- CO4: Evaluate the effectiveness of different operations strategies, such as just-in-time (JIT), total quality management (TQM), and outsourcing, to recommend strategies that align with organizational goals.
- CO5: Design and assess logistics networks and distribution strategies using data-driven

tools and technologies, to optimize supply chain performance and responsiveness in dynamic business environments

Course Description:

The course introduces the student to the concepts of Operations management and includes productivity, production planning and control, work and motion study, plant layouts, capacity planning, among others. It also covers the areas of material management, material handling, inventory, planning, inventory management, forecasting, distribution planning, materials requirements planning etc. It also exposes the students to the concepts of quality assurance and quality control.

Course Structure:

Module 1

Introduction to Operations Management:10[L]

Definition, need, responsibilities, key decisions of Operation Manager. Production vs Operations Management. Operations as a key functional area in an organization. type of processes- job shop, batch, mass and continuous, product- process design Matrix

Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training. Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Module II

Work Study and Motion Study and Plant Layout 15[L]

Work Study; Motion Study; Work Measurement; Work Sampling; Work Environment.

Relationship between Time & Motion Study to work study, Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing

Module III 10[L]

Material Management

Material Management-An overview of Material Management; Material Planning; and

Inventory Control Material Requirement Planning, Material

Handling-Symptom of material handling-objectives and principles of material handling-types of material handling equipment Module

Module IVQuality Assurance 10[L]

Quality Assurance-Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management, Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM), Kaizen, JIT

Text Books:

1. P. Rama Murthy, Production and Operations Management, New Age International
2. L C Jhamb, Production & Operations Management, Everest Publication
3. Young, Scott T, Essentials of Operations Management. Thousand Oaks, CA: Sage Publications
4. William J. Stevenson, Operations Management, Eighth Edition, Irwin / McGrawHill, Chase – Operations Management

ODLMBAGM202	**Management Science**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours -**	3	0	0	3
Pre-requisites/Exposure					
Co-requisites	--				

Course Description:

This course is designed to introduce students to the fundamental principles of management and its vital role in organizational success. It covers the evolution of management thought, from scientific management to modern contingency approaches, and explores the essential roles and skills required of effective managers. The curriculum also emphasizes the importance of business ethics and Corporate Social Responsibility (CSR), preparing students to handle ethical dilemmas in a professional environment.

In addition to theoretical foundations, the course focuses on the practical application of key management functions: planning, organizing, and controlling. Students will learn about strategic decision-making, organizational structures, and the dynamics of delegation and decentralization. The course also examines human behavior in organizations through motivation theories and leadership concepts, while providing tools to design effective control systems that ensure organizational goals are met efficiently.

Course Objectives:

- To understand the nature, scope, and evolution of management thought and ethical practices.
- To analyze the processes of planning, forecasting, and strategic decision-making in business.
- To examine organizational structures, delegation, and motivation theories to ensure effective staffing and coordination.
- To understand the principles of control systems and their role in maintaining organizational efficiency.

Course Outcomes:

On completion of the course, the students will be able to:

- Recall and define key management concepts, theories, and terminology.
- Explain the purpose and significance of management in organizational success.
- Apply management principles and techniques to solve real-world business problems.
- Analyze case studies or scenarios to identify and propose solutions to management issues.
- Evaluate the effectiveness and efficiency of management practices in achieving organizational goals.
- Design and develop management strategies to address specific organizational challenges.

Syllabus

UNIT I: INTRODUCTION

Definition, nature, scope of management, Managerial roles and skills, ethics, ethical dilemma, Corporate Social Responsibility: concept, need, tools and strategies. Evolution of management thought and Management thinkers. Scientific Management, General administrative theories, Behavioral approach, Systems approach, Contingency approach.

UNIT II: PLANNING & DECISION MAKING

Types of plans and process of planning, business forecasting. Concept, benefits, limitations and process of Managing by Objectives. Strategic management: process and major kinds of strategies. Decision-Making: steps and approaches, Decision Making in various situations, decision tree.

UNIT III: ORGANIZING

Structure and process of organization, Line & Staff concept; Authority & power: Delegation: concept, Span of Management. Decentralization vs. centralization: concept, reasons, types and advantages vs. disadvantages of decentralization. Coordination: Concept, importance, difficulties and techniques to ensure effective coordination. Concept of staffing. Motivation concept and theories – Maslow, Herzberg, McClelland, Vrooms' Expectancy.

UNIT IV: CONTROL

Meaning, objectives, nature, Characteristics and process of controlling, kinds of control system, pre-requisites and features of effective control system.

Text Books

1. Koontz, Harold and Weihrich, Heinz (2020). Essentials of Management: An International, Innovation and Leadership Perspective, 11th edition; New Delhi: McGraw Hill Education. 2. Tripathi, P. C., & Reddy, P. N., "Principles of Management", Tata McGraw Hill. 3. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., "Management", Pearson Education.

References

- Robbins, Stephen P, Coulter Mary, Fernandez Agna (2019). Management. 16th edition. Pearson Education.
- Drucker, P. F., "The Practice of Management", Harper Business.
- Prasad, L. M., "Principles and Practice of Management", Sultan Chand & Sons.
- Griffin, R. W., "Management: Principles and Practices", Cengage Learning.

ODLMBAGM203	**Financial Management**	**L**	**T**	**P**	**C**
Version	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Prerequisites/Exposure	**Understanding basic financial terms**				
Co-requisites	**--**				

Course objectives:

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Explain the fundamental principles of financial management, including time value of money, risk-return tradeoff, and capital structure, to understand their role in business decision-making.
- CO2: Apply financial analysis techniques, such discounted cash flow (DCF), to evaluate

the financial health and performance of a business.

- CO3: Analyze investment and financing decisions using tools such as capital budgeting, cost of capital, and risk analysis, to assess their impact on shareholder value.

- CO4: Evaluate financial strategies, including dividend policy and working capital management, to recommend optimal financial solutions that enhance business profitability and sustainability.
- CO5: Design integrated financial plans using forecasting models, scenario analysis, and financial technologies (FinTech), to support strategic decision-making and long-term value creation

Course Description:

Finance considers the requirements for financial information both external and internal to the organization and the role of finance professionals as key players in a dynamic and everchanging business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course Structure:

Unit 1: Nature of Financial Management 10[L] Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization; Functions of finance – Finance

Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return 5[L] Historical return, expected return, absolute return, holding period return, annualized return, Risk - Systematic & unsystematic risk – their sources and measures.

Unit 3: Long -term investment decisions 5[L] Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting
Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Unit 4: Concept and Measurement of Cost of Capital 10[L] Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights. Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani
Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Unit 5: Dividend Policy Decision 5[L]
Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 6: Working Capital Management 10[L] Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors

Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital. Problems faced by entrepreneurs/ newly found startups

Text Book(s): -

1. Financial Management by I M Pandey (Vikas Publication)

Reference Book(s): -

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata McGraw Hill.
3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western. 4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson. 5. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-Graw Hill
6. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
7. Horne, V. (2008). Fundamentals of financial Management (12thed.). New Delhi: Pearson Education.

ODLMBAGM204	**Sustainable Marketing**	**L**	**T**	**P**	**C**
Version1.1	**Contact Hours–45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of the fundamentals of marketing management**				

Course Objectives:

- Discuss managerial skills and competencies required for Business-to-Business marketing
- Describe an analytical framework for analysing the Business-to-Business Marketing environment in which the marketers operate and strategies/ challenges thereof.
- Discuss Industrial Market Segmentation, targeting, and positioning
- Explain the principles and processes of sales and distribution management function in an organization.
- Build analytical and digital skills to support sales and distribution management decisions.
- Build leadership and decision-making capabilities for effective management of the sales and distribution management function.

Course Description:

This course aims to equip students about the marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that can be employed to meet those needs. Topics include exploring business markets and business marketing; creating value for business customers; designing product and channel strategies; establishing strong communications; building strong brands, pricing, and managing programs and customers. It will also equip students with the knowledge and skills required to effectively perform the sales and distribution management role in an organization. It helps to build the necessary conceptual foundations, explains the use of appropriate digital tools, develop analytical thinking capabilities and emphasizes the importance of leadership and decision-making skills necessary to succeed in the sales and distribution management function.

Course Content:

UNIT I: Fundamentals of Sales Management: Introduction to Sales Management; Personal Selling & the Sales Process; Sales Planning & Forecasting; Sales Organization & Structure; Sales Force Recruitment & Training; Sales Force Motivation, Compensation &Control [10]

UNIT II: Introduction to Distribution Management: Introduction to Distribution Management; Channel Design & Strategy; Channel Relationship Management; Retailing & Wholesaling; Logistics & Supply Chain Integration; Technology in Distribution [8]

UNIT III: Introduction to Distribution Management: Key Account Management (KAM); Strategic Sales Management; Sales Analytics & Digital Tools; Strategic; Distribution Decisions; Contemporary Issues in Sales & Distribution; Case Studies &Projects.[7]

UNIT IV: Introduction to B2B Marketing: Meaning and scope of B2B marketing; Difference between B2B and B2C marketing; Types of B2B markets (Industrial markets, Reseller markets, Government markets, Institutional markets); The evolving B2B landscape—digital, AI, and data driven decision-making [6]

UNIT V: B2B Marketing Mix & Relationship Development: B2B Product & Service Strategy; B2B Pricing; B2B Distribution & Channel Management; B2B Marketing Communication; Relationship Marketing & CRM [6]

UNIT VI: Advanced B2B Strategies & Contemporary Issues: Role of B2B Marketing in Strategic Planning; Developing Business Marketing Plan and Strategy; History of

Technology use for B2B Marketing; Range of New Technologies for B2B Marketing; AI/ML digital intelligence for online business; "Integrated Platform" for B2B Sales and Marketing Leads. [8]

ODLMBAGM205	**Research Methodology**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding marketing functions**				
Co-requisites	**Understanding Management Process**				

Course objectives:

- To develop and understand the process of Marketing Research.
- Identify sources of information and different research methods.
- Analyse and interpret both qualitative and quantitative data,

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Identify research problem, design of different types of research and design of scale.
- CO2: Integrate different techniques of data collection and analysis development of questionnaire
- CO3: Develop basic understanding of qualitative and quantitative techniques
- CO4: Acquire the skills of data preparation and graphical presentation of data
- CO5: Illustrate application of different tools of data analytics and hypothesis testing

Course Description:

Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas. Topics covered in this module include:

Unit-I Introduction to Research, Research Process, Research Philosophy Formulation of research problem; Identifying research gap Research Design; [7L]

Unit-II Literature Review(focus), Conducting review of literature; Conceptual & theoretical framework [7 L]

Unit-III Research Methodology Data Collection Methods: primary and Secondary Data (Qualitative & quantitative) [7L]

Unit-IV Data Analysis (Qualitative) Sampling Techniques: Probability and Non-Probability Sampling Techniques, Sample Size determination. Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; to provide SPSS & NVIVO Chi Square Test, Analysis of Variance: One way, Two Way, t test [10L]

Unit-V Representation of Data [14L]

Text Book(s): -

TH1: C. R.: Research Methodology, Methods and Techniques; New Age International Publishers

TH2: Bryman, A & Bell E, Business Research Method, Oxford, 3rd edition

TH3: Aaker, D. (2009). Marketing Research (9thed.). San Francisco: Wiley

ODLMBAGF206	**Economic Environment of Business**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Command over English Language and High School Mathematics**				
Co-requisites	--				

Course Objectives

- To introduce the impact of macroeconomic variables on businesses.
- To explain the connection among various socio- economic concepts affecting business.
- To introduce the impact of economic policies on businesses.
- To explain the connections between global and domestic economic systems.

Course Outcomes

- CO1: Identify key macroeconomic and microeconomic factors, such as inflation, GDP, interest rates, and market structures, to understand how they influence business environments.
- CO2: Explain the impact of government policies, fiscal and monetary measures, and international trade on business operations, to comprehend the external economic forces shaping businesses.
- CO3: Apply economic theories and frameworks, such as supply and demand, pricing, and competitive advantage, to analyze business decisions and strategies in changing economic conditions.
- CO4: Analyze the effects of economic trends and global economic shifts, such as economic cycles, exchange rates, and globalization, to assess risks and opportunities for businesses.
- CO5: Evaluate how economic factors and policies influence long-term business strategies, to recommend decisions that enhance organizational resilience and growth.

Course Description

This course will give an overview of various macroeconomic concepts that affect business and how they affect. It will relate the domestic environment to the international environment. It will also relate the economic dimension of businesses to the society and the populace that form the customer base.

Course Structure:

Unit 1: Introduction to Business Environment [10L]

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations. Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment.

Unit II: Economic System and Variables [10L]

Economic system: Concept of Capitalism, Socialism and Mixed Economy. Examples from different world economies. Economic Variables: Income; Savings and Investment;

Trade and Balance of Payments; Inflation and Unemployment; Impact of economic variables on real life business.

Unit III: Role of Government [8L]

Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

Unit IV: Economic Policies and Problems [8L]

Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness. Industrial Policy: Industrial Policies since Independence, New Industrial Policy and its Effect.

The Current Five Year Plan: Major policies; Resource allocation; Sun-rise sectors of Indian Economy; Challenges of Indian economy. Contemporary Issues: Make in India, Digital India

Unit V: International Environment [9L]

International trading environment; Trends in world trade and the problems of developing countries; foreign trade and economic growth; International economic institutions – GATT, WTO, World Bank, IMF, etc. Major Industry Associations: FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations.

READING LIST

Text Book

Business Environment, Francis Cherunillam, Himalaya Publishing, 2017
Principles of Macroeconomics, Soumyen Sikdar, Oxford University Press, 2011

Reference Book

Essentials of Business Environment, K. Ashwaththappa, Himalaya Publishing, 2019

ODLMBAGSE207	**IT Skills for Managers**	**L**	**T**	**P**	**C**
Version	**Contact Hours - 45**	**0**	**0**	**6**	**3**
Prerequisites/Exposure	**PG**				
Co-requisites	**Basic Computer Literacy**				

Course Objectives:

- To gain a basic understanding of data management skills
- To prepare visualization widgets and charts
- To build compelling interactive dashboards
- To get familiarized with emerging technologies for business

Course Outcome:

- CO1: Hands-on experience of working in PowerBI Demonstrate IT literacy by identifying key hardware, software, networks, and digital systems essential for modern business operations.
- CO2: Create charts and widgets using PowerBI Apply productivity tools (word processors, spreadsheets, presentations, and collaborative suites) to create professional business documents
- CO3: Create and present interactive dashboards using PowerBI Manage and organize business data using spreadsheets, Power BI, and cloud-based tools to support informed managerial decision-making.
- CO4: Create social media profiles for business, develop blogs and social media posts Evaluate and interpret the role of emerging technologies (AI, cloud computing, cybersecurity, analytics, IoT, blockchain, etc.) in improving business efficiency

Course Structure:

UNIT 1: IT Literacy & Business Information Systems, Role of IT in modern business, Digital transformation and managerial effectiveness, IT competencies required for managers, Computer Fundamentals, Hardware components: CPU, memory, storage, I/O devices, Software types: System software, application software

UNIT 2: Office Productivity Tools (Practical Skills), Word Processing, Formatting documents, tables, headers/footers, Spreadsheets (Excel/Google Sheets), Designing business presentations using PowerPoint/Google Slides, Google Workspace: Docs, Sheets, Slides, Drive, Meet,

UNIT 3: Data Management Fundamentals Types of data: structured vs unstructured, Importance of data in decision-making, Data storage: local, cloud, hybrid, Database tools: MS Access / MySQL, Dashboard tools like Power BI

UNIT 4: Emerging Technologies & IT Applications in Business, Artificial Intelligence & Automation, Overview of AI, machine learning, deep learning, Chatbots, RPA (Robotic Process Automation), AI in marketing, HR, finance, operations, Industry 5.0 & Future Trends

Unit I: Introduction- 8 Hrs

Introduction to PowerBI; Power BI UI; Data Pre-processing - Imports from Different Sources; Cleaning, Filtering Data, Transforming & Loading Data

Unit II: Data Visualization- 10 Hrs

Creating Visualizations; Choosing a Visualization; Power Pivot; Applications of graphical interfaces - Bar & Column Charts; Using Line Charts and Area Charts; Creating Combination Charts, Scatter Plots, Pie Charts, Spider plots and Ogive, Treemaps

Unit III: Creating Reports- 10 Hrs

Formatting and Configuring Report Visualization; Applying Conditional Formatting; Sorting Data; Configuring the Report Page; Advanced reporting Interfaces

Unit IV: Creating Interactive Dashboards- 10 Hrs

Configuring Dashboards; Creating a new Dashboard; Pinning Reports; Customizing with Themes; Working with Dashboard Layouts; Setting Alerts; 10 Ways to make Compelling Reports, report customization with dynamic interfaces

Unit V: data driven use case analysis with Power BI/ sectoral choice.

Suggested Readings:

· Power BI Fundamentals - Microsoft

Microsoft PowerBI for Dummies- Jack Hyman

ODLMBAGSE208	**Foundations for E- Commerce**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Prerequisites/Exposure					
Co-requisites	--				

Course Description:

This course provides a foundational understanding of the electronic commerce landscape, exploring the evolution of digital business and the various models that drive the modern economy, such as B2B, B2C, and C2C. Students will examine the critical infrastructure of e-commerce, including electronic payment systems like credit cards and smart cards, as well as the legal and ethical environments that govern digital trade. The curriculum also addresses the strategic aspects of marketing on the web and the importance of customer service in a digital setting.

Beyond the business models, the course delves into the technical and security challenges inherent in online transactions. It covers essential topics such as encryption techniques, public and private key security, and the implementation of Virtual Private Networks (VPNs). Additionally, students will study advanced concepts like Electronic Data Interchange (EDI), Supply Chain Management, and Mobile Commerce (M-Commerce), equipping them with the knowledge to navigate emerging security threats and wireless application technologies.

Course Objectives:

- To understand e-commerce and different business models of e-commerce
- Recognize the Electronic Payment System of e-Commerce
- Explain the various encryption techniques used in e-commerce.
- Discuss the concepts of EDI & CRM
- To understand M-Commerce & security issues associated with it.

Course Outcomes:

After the completion of this course, the students will be able to:

- Explain e-commerce and different business models of e-commerce
- Identify and choose the right Electronic Payment System
- Discuss the various encryption techniques used in e-commerce.
- Outline the concepts of EDI & CRM.
- Discuss M-Commerce & security issues associated with it.

Syllabus

Unit I: Introduction to e-commerce

History of e-commerce, e-business models B2B, B2C, C2C, C2B, legal environment to e-commerce, ethical issues, electronic data interchange, value chain and supply chain, advantages and disadvantages of e-commerce.

Unit II: Electronic Payment Systems

Credit cards, debit cards, smartcards, e-credit accounts, e-money, Marketing on the web, marketing strategies, advertising on the web, customer service and support, Introduction to m-commerce, case study: e-commerce in passenger air transport.

Unit III: Encryption

World Wide Web & security, encryption, transaction security, secret key encryption, public key encryption, virtual private network (VPN), implementation management issues

Unit IV: Net commerce

EDA, EDI application in business, legal requirement in Ecommerce, introduction to supply chain management, CRM, issues in customer relationship management

Unit V: Mobile commerce

Introduction to mobile commerce, mobile computing application, wireless application protocols, WAP technology, mobile information devices, web security, introduction to web security, firewalls & transaction security, client server network, emerging client server security threats, firewalls and network security.

Text Books

- Gary P. Schneider, “E-commerce”, Cengage Learning India.
- V. Rajaraman, “Essentials of E-Commerce Technology”, PHI Learning Private Limited.
- Laudon, K. C., & Traver, C. G., "E-Commerce: Business, Technology, Society", Pearson Education.
- Joseph, P. T., "E-Commerce: An Indian Perspective", PHI Learning.

Reference Books

- Electronic e-commerce II Edition: Pete Loshin, Paul A Murphy, Jaico book
- The Business of e-commerce: Paul May, Cambridge University Press.
- Hanson and Kalyanam, “E-Commerce and Web Marketing”, Cengage Learning India
- Kalakota, R., & Whinston, A. B., "Frontiers of Electronic Commerce", Addison-Wesley.
- Turban, E., King, D., Lee, J., & Viehland, D., "Electronic Commerce: A Managerial and Social Networks Perspective", Springer.

- Bajaj, K. K., & Nag, D., "E-Commerce: The Cutting Edge of Business", Tata McGraw Hill.

ODLMBAGM209	**FINANCIAL SERVICES**	**L**	**T**	**P**	**C**
Version	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Prerequisites/Exposure	**UG/PG level Knowledge**				
Co-requisites	**--**				

Course Objectives:

- To develop an understanding of the financial system, both domestic and global.
- To understand the nuances of various types of financial services segments and their offerings.
- To analyse and evaluate different financing alternatives for informed decision making.
- To provide an in-depth knowledge of the importance of financial intermediation and the modern scenario.

Course Outcome:

- CO1: Identify the various types of financial services, including banking, insurance, mutual funds, and investment services, to understand the structure and components of the financial services sector.
- CO2: Apply the role of financial intermediaries, regulatory frameworks, and the impact of financial innovations on the economy, to comprehend the functioning of financial services in a dynamic market.
- CO3: Apply analytical tools (Bloomberg - review) and frameworks to evaluate financial products and services, such as risk assessment and portfolio management, to assist in making informed financial decisions for businesses and individuals.
- CO4: Analyze the trends, challenges, and opportunities in the financial services industry, including fintech, digital banking, and regulatory changes, to assess their implications on business strategies and consumer behavior.

- CO5: Design innovative financial service models by integrating customer insights, digital platforms, and strategic planning tools, to enhance service delivery, market competitiveness, and financial inclusion

Course Structure:

Unit I: Introduction to Financial Services and Investment Banking:

Financial Services: Meaning, Importance & role of Financial Services in the Indian Financial System.

Investment Banking Services: Meaning and Functions, Project counseling and appraisal, Procedural aspects of IPO – Preparation of Draft Red Herring Prospectus (DRHP), Book Building process, Pre-Issue and Post Issue management of public issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors, underwriting, compliances of BSE, NSE, pricing strategies for IPO. LODR compliances [12 L]

Unit II: Non-Banking Finance Companies (NBFCs) & Mutual Funds:

NBFC - Scope and meaning, importance of NBFCs in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis.

Mutual Fund services - Concept, need and scope, organizational structure of a mutual fund, types of mutual fund schemes, recent SEBI guidelines for mutual funds. [11 L]

Unit III: Leasing, Hire-purchase and Consumer Credit:

Leasing and Hire-Purchase services, types of Leasing, pricing methodology and taxation aspects, and legal framework for Leasing and Hire Purchase Companies, Leasing Versus Buying, Consumer Credit – meaning and scope, merits & demerits, factors affecting demand for consumer credit, terms of financing - fixed and floating rates. [6 L]

Unit IV: Venture Capital and Private Equity Financing Other Financial Services:

Venture Capital (VC): Introduction and characteristics, Stages of VC financing, Structure & sources of VC financing in India, Differences between Angel Investors, Venture capital & Private Equity (PE) funding, basis of investments for VC firms, Exit-route for VC firms, Private Equity and its growth in India. Various types of Tier funding for startups.

Credit Rating: Concept, types and advantages of Credit Rating, Credit Rating agencies and their rating process. Bill discounting, Factoring and Forfeiting Services – Features, Merits and Demerits. [9 L]

Unit V: Recent Trends & Practices: Overview of Indian fintech market - Digital Payments, InsurTech, Wealthtech, Crowd funding, and other emerging technologies disrupting the financial services sector. Merger and Acquisitions – Preparation of term sheet for M&A. SEBI guidelines for M&A and takeover related compliances [12 L]

Suggested Readings:

· The Indian Financial System: Markets, Institutions and Services – Bharati V. Pathak, Pearson Education.

· Indian Financial System – M. Y. Khan, McGraw Hill publications.

· Investment Banking: Concepts, Analysis and Cases – Pratap Giri S., McGraw Hill publications.

ODLMBAGM301	**Business Ethics & Corporate Social Responsibility**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Business understanding of law**				
Co-requisites	**--**				

Course Objectives

- At the end of the course, each student should be able to know, comprehend, apply,
- analyze, synthesize and evaluate the basic principles of ethical behaviour and
- governance.
- To understand what is a corporation, types of ownership and the concept of corporate
- governance and to gain exposure to the various laws and norms applicable in
- rendering effective corporate governance.

- To enable students to identify sustainability and CSR issues and to design, conduct and evaluate sustainability assessment for policy making

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

- CO1:Identify key concepts of business ethics, including moral principles, ethical dilemmas, and the role of corporate social responsibility, to understand the foundational elements of ethical business practices.
- CO2:Explain the importance of ethical decision-making and its impact on stakeholders, society, and the environment, to comprehend the role of ethics in shaping business success and sustainability.
- CO3:Assess the status of CSR in India, successful corporate initiatives and challenges of CSR.
- CO4:Explain the concept of corporation, types of ownership and Corporate governance.
- Board of directors, types of directors, differences among them, their remuneration, their rights etc. as per the Companies Act , 2013
- CO5:Apply the tools of oversight including financial oversight and audit mechanism, Role of SEBI, Risk management, Misgovernance, Whistle-blowers' protection etc.

Course Description

The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. It also seeks to develop a sound understanding of the concepts of corporate governance and sustainable organisations. The objective is to expose the students to various issues, norms and laws related to corporate governance.It presents the main questions and answers related to sustainability, the theories describing them and the empirical work and the history, need and benefits of Corporate Social Responsibility.

Course Structure**:**
Unit 1: Business Ethics 10[L]

Introduction. Business ethics. Ethics and the market. Social Responsibility & Ethics. History of business ethics. Reasons for Unethical Behavior. Opportunities and challenges. Globalization. Markets and the State. Managing ethics in organizations. Developing moral capital. Moral capital and leadership. Virtue as moral capital.

Unit II: Introduction to Corporate Social Responsibility10[L]

Corporate Social Responsibility (CSR). Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR. CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives

Unit III Introduction to Corporate Governance6[L]

Introduction to the concept of corporations, extended view of corporate citizenship. Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance, Perspectives on Corporate Governance: Theoretical background, Market and control model of governance chain

Unit IV Board of Directors and Board Committees7[L]

Board of Directors: Types of Directors, Importance of Independent Directors, Board Committees and Chairman: Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance.

Unit V: Oversight and Audit Mechanisms12[L]

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of

SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct &

Mis governance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors

Responsible for Obstructing Effective Corporate Governance Practices. Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance

Text Books

T1: AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel

T2: Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. Pearson Education.

T3: Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.

T4: Corporate Governance in India - Jayati Sarkar, Subrata Sarkar, Sage Publications
T5: Xiaoxi Wang (2018), The Theory of Moral Capital, Springer

T6: Corporate Social Responsibility in India - Sanjay K Agarwal

T7: Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad

ODLMBAGM302	**Legal Environment of Business**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours – 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basic knowledge of Micro and Macroeconomics**				
Co-requisites	--				

Course Objectives:

- Knowledge: Basic and broad knowledge in business laws in management.
- Ability to apply concepts, principles and theories to understand simple business laws.
- Global Perspective: Awareness of the different business laws.

Course Outcomes:

On completion of this course, the students will be able to

- CO1: Identify key legal concepts, such as contract law, corporate governance, intellectual property, and regulatory frameworks, to understand the fundamental laws affecting businesses.

- CO2: Explain the role of legal institutions and government regulations in shaping business operations, to comprehend how legal factors influence decision-making and compliance.
- CO3: Apply relevant legal principles to resolve business disputes, assess contract validity, and ensure compliance with labor laws, to support informed and lawful business practices.
- CO4: Analyze the implications of legal decisions, policies, and regulations on business strategy and operations, to identify potential risks and ensure legal alignment.
- CO5: Evaluate the impact of changing legal environments, such as new regulations, court rulings, and international trade laws, to recommend strategies that ensure compliance and competitive advantage.

Course Description:

The main purpose of this course is "to remove the mystique from the business law and to empower budding managers to participate in legal matters." This course will focus on developing the understanding of roles and responsibilities within legal business environment, identify issues, recognize potential problems and know when to consult with an expert. Each of these skills will result in efficiency and cost effectiveness for business. The students will develop improved reasoning and problem-solving skills in an effort to better evaluate the legal, regulatory and ethical environment in which they will work and be able to incorporate that knowledge into the business decision-making process.

Course Content:

Module -1 Introduction to Legal Environment 6[L]

Meaning of Law — Purpose of Law - Sources of Law — Classification of Law - Torts - National and International Law - Evolution of Mercantile / Business Law - International Business Law - Justice Delivery System in India

Module- 2 Indian Contract Act 1872 6[L] Legal Elements of Contracts - Parties

- Offer - Acceptance – Consideration, Contracts of Agency - Rights and Duties of

Principal and Agent - Termination of Agency Special Contracts — Guarantee / Indemnity / Letter of Credit / Lien / Set Off. Important Clauses in Corporate & Commercial Agreements, Description of Parties - Recitals of Subject - Consideration - Covenants and Undertakings - Signatures and Attestation -

Endorsement and Supplement Deeds - Stamp Duty and Registration - Applicable Law — Force Majeure - Notice – Arbitration

Module-3 Property Laws 6[L] Property Law for Business- Classification of Property — Moveable and Immovable Property / Tangible and Intangible Assets, Sale and Agreement to Sell - Rights and Duties of Seller and Buyer - Rights of Unpaid Seller (Sale of Goods Act), Borrowing against Property as Security, Hypothecation / Pledge of Current Assets - Rights and Liabilities of Parties, Mortgage of Immovable Property, Registration of Charges by Companies

Module-4 Business and Tax Laws 7[L] Classification of Taxes - Income Tax — Wealth Tax - Excise Customs Duty - Sales Tax — VAT - Service Tax, Financial Services - Legal and Regulatory Environment- Banking - Regulation of Banking in India - RBI & Banking Regulations Act, Negotiable Instruments Act, Kinds of Negotiable Instruments - Special Characteristics - Cheques - Crossing of Cheques – Endorsements, Banker's Duties and "Liabilities for Collection and Payment of Cheques, Dishonour of Cheques - Liabilities of Parties and Penalties, SARFAESI Act - Salient Features - Execution.

Module- 5 Essential Elements of Insurance Contracts 6[L] Principles of Insurance - Insurable Interest - Indemnity – Causa Proxima - Risk - Mitigation of Loss - Subrogation - Contribution - Reinsurance - Double Insurance. Standard Clauses in Insurance Policies - Fire Insurance

- Marine Insurance — Liability Insurance. IRDA - Role and Functions

Reference Books

2. N. D. Kapoor, Rajni Abbi and Bharat Bhushan, (2018), Element of Mercantile Law,

3. M.C. Kuchhal and Vivek Kuchal (2018), Business Law, 7th Edition, S Chand Publishing

4. P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi.

5. Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

	Consumer Behaviour and Industrial Buying Behaviour	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding marketing and psychology**				
Co-requisites	**--**				

Course Objectives:

- To become proficient and knowledgeable about the various discipline's contribution in understanding buyer behaviour in a holistic manner.
- To get familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)
- To be equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes:

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

- CO1: Identify the key psychological, cultural, and social factors influencing consumer behavior, to understand the foundational elements that shape purchasing decisions.
- CO2: Explain the consumer decision-making process and its stages, including need recognition, information search, evaluation of alternatives, purchase, and post-purchase behavior, to comprehend how consumers make buying choices.
- CO3: Apply consumer behavior theories and models to marketing strategies, to design marketing campaigns that effectively target different consumer segments.
- CO4: Analyze consumer data and trends to uncover insights about customer preferences, motivations, and behavior patterns, to inform strategic marketing decisions.
- CO 5: Evaluate the impact of digital platforms, sensory marketing, and experiential strategies on consumer engagement and brand perception, to design immersive and behaviorally informed marketing interventions

Course Description:

Consumer behaviour is major concern for each and every student of marketing professionals. In this course student learn how to understand behavioural pattern of individual consumers and group. How perception and attitude changes in different situation. This course is a blending between theoretical concept and case study and also research outcome. The learning process not only through class participation but with group discussion, case analysis, research finding, thought of expert in this area. The course also has some hands-on training like CLV, Customer acquisition and retention which may help the students to do better customer prediction in terms of their buying pattern. Some real assignment will be given looking into the current topic.

Course Content:

Module 1 12[L]

Consumer Behaviour- Introduction; Consumer Decision Making Process; value satisfaction and retention; Nature and buying pattern of Indian consumer, Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module II 12[L]

Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumer attitude formation and change. CLV and its application.

Module III 11[L]

Consumer and cultural influences, Social class influences, Group influences and consumer behaviour, Reference group and opinion leadership.

Module IV10[L]

Diffusion and adaptation of innovation; family life cycle; social standing and consumer behaviour, Consumer retention exercise in excel. **CASES:**

Starbucks: Just who is their customers.

How "Maggi Noodles" tried to gain Trust via Digital Medium Articles on behavioural models

Suggested Readings

TH-1- Schiffman, L G and Kamar, Consumer Behaviour , Pearson

TH-2- Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,

TH-3 Suja Nair, Consumer Behaviour in Indian

Perspective, Himalaya Publishing house. TH-4- Kazmi S H H; Akthar, J; Consumer Behavior-Text and Cases, Excel Book

ADAMAS UNIVERSITY KOLKATA

PURSUE EXCELLENCE

	Industrial Relations and Labour Laws	**L**	**T**	**P**	**C**
	Contact Hours - 45	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Graduation level Knowledge**				
Co-requisites	**--**				

Course Objectives:

The objective of the course is to educate the student such that he/she understands: The concept of industrial relations and the system in which it operates and the new HRM practices and processes.

Course Outcome:

On completion of this course the students will be able to:

- CO1: Identify the present state of Industrial relations in India and the concepts, principles.
- CO2: Develop the various processes and procedures of handling Employee Relations principles and issues connected with trade unions.
- CO3: Analyse the requirement of maintaining healthy industrial relation in workplace.
- CO4: Examine the various processes and procedures of handling Employee Relations.
- CO4: Evaluate the implications of major labour legislations in India, such as the Industrial Disputes Act, Trade Unions Act, and the Code on Wages, to ensure legal compliance and safeguard employee rights in organizational settings
- CO5: Design strategic industrial relations policies by integrating conflict resolution mechanisms, collective bargaining techniques, and participative management practices, to foster a harmonious and productive work environment

Course Description:

This course offers you a multidisciplinary, theoretical and practical introduction to some key concepts, processes, practices and debates associated with employment relationships in Australia. Discussion will focus around the relationship between employers and employees and how that often complex relationship is affected by national and international regulatory bodies, employer and labour representative organisations, and the economy, politics and society. This broader context then informs our discussion of employer and employee strategies and interactions at the workplace level. Other topics include industrial conflict; the structure and policies of unions and employer associations; workplace bargaining, agreement making and individual employment contracts. This course will assist you to understand and participate in industrial relations processes in an informed and ethical manner.

Course Contents:

Unit-I 12[L]

Industrial Relations: Concept, Approaches to IR, Parties to IR, System Model of IR

Industrial Worker in India: Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics)

Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organizations in India, Managerial Associations.

Industrial Relations in India: Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.

UNIT-II 10[L]

Industrial Disputes: Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.

UNIT-IV 10[L]

Workers' Participation in Management: Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality

Circles – Concept and Practices in India.

UNIT-V 13[L]

Labour Welfare and Industrial Relations: Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.

Employee Discipline: Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling

Suggested reading:

Arun Monapppa: Industrial Relations, Tata McGraw Hill.

E. A. Ramaswamy: Managing Human Resources, Oxford University Press.

CS Venkata Ratnam: Industrial Relations, OUP

	Security Analysis and Portfolio Management	**L**	**T**	**P**	**C**
Version	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**UG/PG level Knowledge**				
Co-requisites					

Course Objectives:

- Understand the Investment Environment
- Develop Security Analysis skills and master the concepts of risk and return
- Understand asset pricing models and investment strategies
- Build portfolio management expertise

Course Outcomes:

On completion of this course, the students will be able to

- CO1: To understand the Investment Environment and Securities Market
- CO2: To assess and value Securities
- CO3: To quantify and manage Risk and Return
- CO4: To construct and manage an Optimal Portfolio
- CO5: To evaluate Portfolio Performance

Course Description:

This course provides a comprehensive exploration of the principles and techniques essential for making informed investment decisions and managing investment portfolios effectively. It delves into the intricacies of security analysis, covering both fundamental and technical approaches to evaluate individual equity and fixed-income securities. You will learn to analyze financial statements, assess industry and macroeconomic factors, and apply valuation models to determine intrinsic value.

Moving beyond individual securities, the course examines the theory and practice of portfolio management. It introduces modern portfolio theory, emphasizing the concepts of diversification, risk-return optimization, and asset allocation. You will gain practical insights into constructing and managing portfolios tailored to diverse investor profiles, considering their objectives, risk tolerance, and investment horizons. The course also covers asset pricing models, investment strategies, and portfolio performance evaluation, equipping you with the analytical tools necessary to navigate the complexities of the investment landscape and achieve long-term financial goals. Through a blend of theoretical frameworks, real-world case studies, and practical applications, this course aims to develop your skills in security valuation and strategic portfolio management.

Course Content:

Unit-I: Foundations of Investment & Security Analysis 12[L]

Overview of the Investment Environment: Types of Financial Assets (Money Market Instruments, Fixed Income Securities, Equities, Derivatives, Alternative Investments); Financial Markets and Institutions (Primary vs. Secondary Markets, Market Participants, Trading Mechanisms); Regulatory Framework in India; Understanding Risk and Return

Introduction to Security Analysis: Efficient Market Hypothesis (EMH) and its Forms; Approaches to Security Analysis: Fundamental vs. Technical Analysis

Macroeconomic and Industry Analysis: Key Economic Indicators and their Impact on Investment Decisions (GDP, Inflation, Interest Rates, Fiscal Policy); Industry Life Cycle and Sector Analysis; Framework for Industry Analysis (Porter's Five Forces)

Unit-II: Fundamental Analysis and Equity Valuation 10[L]

Financial Statement Analysis: Understanding Key Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement); Financial Ratios and their Interpretation (Liquidity, Solvency, Profitability, Efficiency); Common-Size Analysis and Trend Analysis; Earnings Quality and Analysis

Equity Valuation Models: Discounted Cash Flow (DCF) Models (Dividend Discount Model, Free Cash Flow to Equity/Firm); Relative Valuation Models (Price-to-Earnings, Price-to-Book Value, Price-to Sales); Asset-Based Valuation; Applying Valuation Models in Practice and Dealing with Uncertainty

Unit-III: Fixed Income Securities and Portfolio Theory 10[L]

Fixed Income Securities: Types of Bonds (Government Bonds, Corporate Bonds, Municipal

Bonds); Bond Features and Terminology (Coupon Rate, Maturity, Yield to Maturity); Bond Valuation and Interest Rate Risk (Duration and Convexity); Concept of Credit Risk

Portfolio Theory: Introduction to Portfolio Management; Portfolio Diversification and its Benefits; Mean-Variance Analysis; Modern Portfolio Theory (MPT) and the Efficient Frontier; Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model (CAPM) and its Applications

Unit-IV: Portfolio Management and Performance Evaluation 7[L]

Portfolio Construction and Asset Allocation: Investor Objectives, Constraints, and Risk Tolerance; Strategic vs. Tactical Asset Allocation; Asset Allocation Strategies for Different Investor Profiles

Portfolio Revision and Rebalancing: Reasons for Portfolio Rebalancing; Rebalancing Strategies and Techniques

Portfolio Performance Evaluation: Measures of Portfolio Return (Time-Weighted and Money Weighted Return); Risk-Adjusted Performance Measures (Sharpe Ratio, Treynor Ratio, Jensen's Alpha); Benchmarking and Performance Attribution

Unit-V: Investment Strategies and Current Trends 6[L]

Active vs. Passive Investing Strategies; Value Investing, Growth Investing, Indexing; Introduction to Behavioral Finance; Emerging Trends in Portfolio Management (ESG Investing, Fintech in Investment)

Suggested Readings:

· Investments – Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty, Tata McGraw Hill publications.

· Security Analysis and Portfolio Management – Donald E. Fischer, Ronald J. Jordan, Pearson Education.

· Investment Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill publications.

· Bond Markets: Analysis and Strategies – Frank J. Fabozzi, Pearson Education. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance – Aswath Damodaran, Wiley

Finance.

	Digital and Social Media Marketing	L	T	P	C
Version 1.1	Contact Hours - 45	3	0	0	3
Pre-requisites/Exposure	Understanding Marketing management, Digital marketing , Social Media concept				
Co-requisites	--				

Course objectives:

- To develop fundamentals idea of Digital marketing .
- The course will help to learn different digital marketing techniques in modern business environment.
- The course should develop idea on the application of various digital marketing policies .

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Identify basic concept of digital marketing and its application in business.
- CO2: Demonstrate various components of digital marketing and its application in business
- CO3: Appraise the application of digital marketing strategy and digital marketing mix
- CO4: Design how to create a website in different aspects of business
- CO5: Illustrate Ad words and various digital advertise process in practical

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it's only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure:

Unit I: Introduction to Digital Marketing: Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing [5 L]

Unit II: Consumer behaviour in digital era: Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship [5 L]

Unit III: SEO and SEM: Google Ads overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad, Tools for SEO, web marketing [12 L]

Unit IV: Social Media Marketing: Introduction, Facebook marketing, LinkedIn marketing, Instagram marketing [14 L]

Unit V: Digital marketing Strategy: Digital marketing strategy, scope, integrated digital **marketing**, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation [4 L]

Text Book(s):-

TH 1: Alan Charlesworth: Digital Marketing: A Practical Approach, Routhledge **Taylor** and Francis Group

TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing: Strategy, Implementation and Practices, Pearson

	Talent Acquisition & Development	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Prerequisites/Exposure	**Basics of HRM**				
Co-requisites	**--**				

Course Objectives:

- To understand the key principles and processes of talent acquisition, including recruitment, selection, and onboarding, to effectively manage the hiring needs of an organization.
- To explore strategies for attracting top talent by leveraging employer branding, recruitment marketing, and sourcing techniques, to build a competitive workforce.
- To examine the frameworks and methods for talent development, such as training, career planning, and succession management, to enhance employee skills, engagement, and retention.
- To apply analytical tools and metrics for evaluating the effectiveness of talent acquisition and development programs, to ensure alignment with organizational goals and improve decision – making.
- To understand the impact of technology (e.g., AI, HR analytics, and digital learning platforms) on talent acquisition and development, to optimize HR practices in a dynamic business environment.

Course Outcomes:

- CO1: Identify the key concepts and practices in talent acquisition and development, including recruitment strategies, onboarding, and employee training, to understand the foundational elements of human resource management.

- CO2: Explain the significance of employer branding, talent sourcing, and employee development programs, to comprehend how these processes contribute to building a competitive workforce.
- CO3: Apply recruitment methods, selection techniques, and training frameworks, to attract and develop skilled employees that align with organizational needs.
- CO4: Analyze the effectiveness of talent acquisition and development strategies, to identify areas for improvement and ensure alignment with organizational objectives.
- CO5: Evaluate the impact of talent acquisition and development initiatives using metrics and HR analytics, to optimize workforce performance and enhance employee retention.

Course Description:

The Talent Acquisition & Development course in an MBA program focuses on the strategic processes involved in attracting, hiring, and nurturing talent within organizations. This course provides a comprehensive understanding of the techniques and tools used to identify and acquire top talent, as well as the methods used to develop and retain that talent to meet organizational goals.

Students will explore the entire talent lifecycle, from workforce planning and employer branding to recruitment strategies, selection processes, and onboarding. The course will also cover key areas of talent development, including training and development programs, career planning, leadership development, and succession planning.

Course Structure:

Unit I: 9[L]
Talent Management: Basic foundations of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System - Components and benefits of Talent Management System and challenges in developing TMS

Unit II: 9[L]
Talent Planning - Concept, succession management process, integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent

Unit III: 9[L]

Developing and Retaining Talent - Potential identification and development, integrating coaching, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system. Conceptual Framework of Performance Management; Approaches for defining performance. Performance

Unit IV: 9[L]
Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal.

Unit V: 9[L]
Performance management and Development: Personal development plan (PDP), 360-degree feedback and

BARS as development tool; Performance management and Pay; Performance management for teams; and performance evaluation.

Suggested Readings:

1. A.V. Vedpuriswar,"Talent Management: The Indian Scenario", Himalaya Publishing House, Mumbai, India
2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning",
Aleph BookCompany, New Delhi, India
3. Friedman & Schustack - Personality: Classic Theories and Modern Research, Pearson
4. Hall Calvin S.et al - Theories of Personality, Wiley-India Text Books
5. Lance Berger & Dorothy Berger-The Talent Management Handbook, McGraw Hills
6. Lynton & Pareek - Training for Development,Vistaar Publication
7. Sahu R.K. - Training for Development,Excel Books

	Financial Risk Management	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basics of Financial Management**				
Co-requisites	--				

Course Objectives:

- Identify and Classify Financial Risks
- Apply Quantitative Techniques for Risk Management
- Evaluate and Implement Risk Management Strategies and Tools
- Understand the Regulatory and Governance Framework for Financial Risk Management

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Identify, Analyse and Measure Financial Risks
- CO2: Apply Quantitative Techniques for Risk Management
- CO3: Develop and Implement Risk Management Strategies
- CO4: Implement Hedging Strategies through Derivatives
- CO5: Apply Risk Management Frameworks and Regulatory Requirements

Course Description:

This course provides a comprehensive understanding of the principles and practices of financial risk management in today's dynamic and interconnected global economy, with specific relevance to the Indian financial landscape. It delves into the identification, measurement, and mitigation of various types of financial risks faced by organizations, including market risk (interest rate risk,currency risk, equity price risk, commodity price risk), credit risk (default risk, counterparty risk), liquidity risk, and operational risk.

The course will equip a participant with the analytical tools and techniques necessary to quantify and assess these risks, including statistical methods, value-at-risk (VaR), stress testing, and scenario analysis. We will explore various risk management strategies and instruments, such as hedging techniques using derivatives (futures, forwards, options, swaps), insurance, and other risk transfer mechanisms.

Furthermore, the course will examine the regulatory frameworks and best practices governing financial risk management, both globally and within the Indian context (including guidelines from the Reserve Bank of India and other regulatory bodies). We will discuss the importance of establishing robust risk management frameworks, policies, and procedures, as well as the role of corporate governance in effective risk oversight.

Through case studies, real-world examples (including those from the Indian financial markets), and practical applications, this course aims to develop your ability to identify, analyze, and manage financial risks effectively, contributing to the stability and success of financial institutions and other organizations operating in India and internationally.

Course Structure:

Unit-I: Foundations of Financial Risk Management 10[L]

Introduction to Risk and Uncertainty: Defining risk and uncertainty in a financial context; Types of risk: Systematic vs. Unsystematic risk; The risk management process: Identification, measurement, monitoring, and mitigation; Importance of risk management for individuals and organizations; Regulatory landscape and key frameworks in financial risk management (Basel Accords)

Overview of Financial Markets and Instruments: Structure and participants in financial markets (money markets, capital markets, derivatives markets); Key financial instruments: Equities, fixed income securities, derivatives (forwards, futures, options, swaps); Understanding the risk characteristics of different financial instruments

Unit-II: Quantitative Foundations for Risk Management 6{L]

Basic statistical concepts for risk measurement (probability distributions, expected value, variance, standard deviation, correlation, covariance); Time value of money concepts relevant to risk assessment; Introduction to risk-adjusted return measures; Value at Risk (VaR), Expected Shortfall and Stress Testing

Unit-III: Market Risk Management 10[L]

Understanding Market Risk: Sources of market risk: Interest rate risk, equity price risk, foreign exchange risk, commodity price risk; Measuring Market Risk; Value at Risk (VaR): Concepts, calculation methodologies (historical simulation, variance-covariance, Monte Carlo simulation), limitations; Stress Testing and Scenario Analysis: Designing and interpreting stress tests;

Sensitivity Analysis (Delta, Gamma for options)

Managing Market Risk: Hedging strategies using derivatives- Interest rate hedges (interest rate swaps, futures, options), Equity hedges (equity index futures, options), Currency hedges (forward contracts, currency options), Commodity hedges (commodity futures, options); Asset-Liability Management (ALM) for financial institutions

Unit-IV: Credit Risk and Liquidity Risk Management 10[L]

Understanding Credit Risk: Sources of credit risk: Default risk, downgrade risk, spread risk; Credit Risk Assessment and Measurement- Credit ratings and their role, Credit scoring models, Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD), Expected Loss calculation

Managing Credit Risk: Credit risk mitigation techniques: Collateral, guarantees, credit derivatives (credit default swaps); Loan portfolio management and diversification; Credit risk management in different financial instruments (bonds, loans, derivatives)

Understanding Liquidity Risk: Types of liquidity risk: Funding liquidity risk, market liquidity risk;

Measuring Liquidity Risk: Cash flow analysis, liquidity ratios, stress testing for liquidity

Managing Liquidity Risk: Liquidity planning and forecasting; Maintaining adequate liquid assets; Contingency funding plans

Unit-V: Operational Risk and Integrated Risk Management 9[L]

Understanding Operational Risk: Definition and sources of operational risk (internal processes, people, systems, external events); Categories of operational risk losses; Importance of operational risk management in financial institutions.

Measuring and Managing Operational Risk: Qualitative assessment methods (risk maps, scenario analysis, self-assessment); Quantitative approaches (loss data analysis, key risk indicators - KRIs); Developing operational risk management frameworks and policies; Business continuity planning and disaster recovery

Integrated Risk Management (IRM): The concept of a holistic view of risk; Risk aggregation and correlation across different risk types; Enterprise Risk Management (ERM) frameworks; The role of risk culture and governance in effective risk management.

Text Books:

2. Risk Management and Financial Institutions: John C. Hull

3. Financial Risk Management: R. K. Arora

Reference Books:

1. Risk Management: IIBF (Indian Institute of Banking & Finance)

ODLMBAGSE309	**Advanced Statistical Modelling and Analytics**	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours -45**	**1**	**0**	**4**	**3**
Pre-requisites/Exposure	**Basic Calculation Skills**				
Co-requisites	**-**				

Course Objectives:

- To understand the basic concepts and theories of descriptive analytics.
- To gain a deeper insight of predictive analytics and regression techniques.
- To expand individual knowledge of supervised and unsupervised learning techniques.
- To understand time series forecasting and its applications.

Course Outcomes:

On completion of this course, the students will be able to:

- CO1. Discuss the fundamental concepts of descriptive analytics, probability and sampling.
- CO2. Explain predictive analytics with the help of different regression techniques.
- CO3. Evaluate the use of different Supervised and Unsupervised techniques.
- CO4. Illustrate the importance of time series forecasting and relevant applications.
- CO5: Design and implement prescriptive analytics models using optimization techniques, simulation methods, and decision trees, to support data-driven decision-making in complex business scenarios

Course Description:

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decision making. Data analytics is important because it helps businesses optimize their performances. A company can also use data analytics to make better business decisions and help analyze customer trends and satisfaction, which can lead to new—and better—products and services.

All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. All the session should be covered with the help of Excel/SPSS/ 'R'. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Structure:

Unit- I: 15[L]

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Introduction to probability: Fundamental concepts in probability, Bayes' theorem, Random Variable, Probability density function, Binomial distribution, Poisson distribution, Uniform distribution, Normal distribution, Chi-Square distribution; Sampling and estimation: Probabilistic sampling, Non probabilistic sampling, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error, Hypothesis testing for population mean, Comparing two populations, Non-parametric tests. Analysis of Variance, Correlation Analysis.

Unit- II: 13[L]

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table, Sensitivity and Specificity, Optimal cut off probability.

Unit III: 12[L]

Decision Tress (Supervised learning): Introduction and Model building, Chi Square Automatic Interaction Detection, Classification and regression Tree, Ensemble method,

Random Forest. Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.
Unit IV: 5[L]

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method, Exponential smoothing: Single and double, ARMA and ARIMA.

Text book:

2. Business Analytics, U Dinesh Kumar, Wiley

ODLMBAGM401	**Strategic Management**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basic knowledge on Functional areas of Management**				
Co-requisites	**Concepts of Management Functions**				

Course Objectives:

- Understand the basic concepts and principles of strategic management

- Analyse the internal and external environment of business
- Develop and prepare organizational strategies that will be effective for the current business environment.
- Strategy implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy
- Symptoms of strategy malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, corporate - level strategic analysis, business -level strategic analyses and strategic plan.
- Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce.

Course Outcomes:

At the end of the course, the student will be able to learn and practice: Course Outcomes for Business Strategy

- CO1: Identify the basic concepts and principles of strategic Business analysis the internal and external environment of business.
- CO2: Develop and prepare organizational strategies that will be effective for the current business environment.
- CO3: Devise strategic approaches to managing a business successfully in a global context.
- CO4: Integrate the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
- CO5: Demonstrate to think critically and strategically in various strategic issues.

Course Description:

The broad goal of Business Strategy is to cut across the whole spectrum of business and management. The purpose of the course is to help support the creation of a holistic understanding of the firm - about the industry and the competitive environment in which it operates. Moreover, strategy formulation, implementation and measurement are three major areas students will come across.

Course Structure:

Unit-I 9[L]

Introduction to Strategic Management- Evolution of Strategic Thinking - Views of Eminent Thinkers, Strategic vs. Operational Management, Strategic Management Process, Levels of Strategy (Corporate, Business, Functional).

Unit-II 9[L] The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).

Unit-III 9[L] Strategy Development: Multiple approaches - Strategic Planning System, Logical Incrementalism, Learning, Organization, Strategic Leadership. Implications -

Intended, Realized, Emergent Strategy - Strategic Drift. Corporate-level Strategy: Value Creation and the Corporate Parent- Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer. Managing the Corporate portfolio - BCG, GE Matrices.

Unit-IV 9[L] Product/Market Diversity Related/Unrelated Diversity. International Strategy-Market Selection and Entry. Business-level Strategy: Generic Strategies; Cost Leadership, Product **Differentiation**, Focus; The Hybrid Strategy. Directions for Strategy Development: Product Development, Market Development, The TOWS matrix. Strategy Implementation:

McKinsey 7S Framework, Competing for Future: Beyond Restructuring and Reengineering. Emerging Strategy Paradigms - Unlearning Curve, Strategy as **Stretch** and Leverage, Co Creation.

Unit- V 9[L] Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating, Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives), Strategic Capability: Critical Success Factor - Experience Curve - Strategic Capability - Resources – Core Competence - Competition View of Strategy vs. RBV, Value Chain Analysis.

Readings:

TH-1. **Bartlett**, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.

TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster TH 4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of

innovation: Driving co created value through global networks. New York: McGraw Hill.

ODLMBAGM402	**Logistics & Supply Chain Management**	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding Supply Chain and Logistics**				
Co-requisites	**--**				

Course Objectives

- To develop a fundamentals idea of Supply Chain Management.

- The course will help to learn different market moving techniques such as logistics, distribution strategy and positioning.
- The course should develop idea on the application of various outsourcing policies .

Course Outcomes
At the end of the course, the student will be able to:
On completion of this course, the students will be able to:

- CO1: Identify fundamental concepts in logistics and supply chain management, such as procurement, transportation, warehousing, and inventory management, to develop a foundational understanding of the field.
- CO2: Explain the role of supply chain management in improving operational efficiency and customer satisfaction, to understand its strategic importance in business.
- CO3: Apply supply chain optimization techniques, such as demand forecasting and inventory control models, to improve resource allocation and minimize costs.
- CO4: Analyze the impact of global trends, technology, and risk factors on supply chain operations, to identify opportunities for improvement and risk mitigation.
- CO 5: Evaluate logistics strategies, such as just-in-time (JIT), lean supply chain management, and outsourcing, to determine their effectiveness in enhancing supply chain performance.

Course Description
This course covers the management of all supply chain activities while addressing real-world concerns related to domestic and global demand-driven supply chains. This comprehensive approach encompasses the processes associated with the production of goods and services and the movement of raw materials, inventory, and finished goods from the point of origin to the point of consumption. The course addresses supplier management, global operations and decision making, demand and inventory management, distribution and logistics, customer- relationship management, and performance measurement and analysis. The course also covers recent developments in

supply chain improvement methodologies as well as brings together Lean tools and techniques required to eliminate supply chain and logistics issues.

Course Structure**:**

Unit 1: Business Ethics 10[L]

Introduction. Business ethics. Ethics and the market. Social Responsibility & Ethics. History of business ethics. Reasons for Unethical Behavior. Opportunities and challenges. Globalization. Markets and the State. Managing ethics in organizations. Developing moral capital. Moral capital and leadership. Virtue as moral capital.

Unit II: Introduction to Corporate Social Responsibility10[L]

Corporate Social Responsibility (CSR). Corporate Citizenship, relation between CSR and Corporate governance; environmental aspect of CSR. CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives

Unit III Introduction to Corporate Governance6[L]

Introduction to the concept of corporations, extended view of corporate citizenship. Owners and stakeholders: Types of owners, Rights and privileges of shareholders, Ownership structures and corporate governance, Perspectives on Corporate Governance: Theoretical background, Market and control model of governance chain

Unit IV Board of Directors and Board Committees7[L]

Board of Directors: Types of Directors, Importance of Independent Directors, Board Committees and Chairman: Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance.

Unit V: Oversight and Audit Mechanisms12[L]

Financial Oversight and Audit Mechanisms: Audit Committee, Disclosure mechanisms, Role of SEBI, Governance and Risk Management, Risk Management Committee, Corporate Misconduct & Mis governance: Reasons for Corporate Misconduct, Whistle Blower's Protection, Factors Responsible for Obstructing Effective Corporate Governance Practices. Boards Performance Evaluation, Executive Compensation: Role of Remuneration Committee, Human Side of Governance

Text Books

T1: AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel
T2: Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed.Pearson Education.
T3: Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of internationalmanagement. New Delhi: Sage.
T4: Corporate Governance in India - Jayati Sarkar, Subrata Sarkar, Sage PublicationsT5: Xiaoxi Wang (2018), The Theory of Moral Capital, Springer
T6: Corporate Social Responsibility in India - Sanjay K Agarwal
T7: Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, AjitPrasad

	Retail Management	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours – 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of significance of human skills in the organizational setting**				
Co-requisites	**--**				

Course Description:

This course provides a comprehensive understanding of retail management in the digital era, focusing on retail strategy, store operations, merchandising, customer experience, and omnichannel retailing. It integrates theoretical foundations with contemporary practices such as e-commerce, data-driven decision-making, and retail analytics. The course prepares learners to manage modern retail environments through strategic planning, innovation, and technology-enabled retail solutions.

Course Objectives:

- To develop an understanding of retail formats, retail evolution, and strategic retail planning.
- To analyze consumer behavior and merchandising decisions in physical and online retail environments.
- To examine store operations, supply chain integration, and retail technology applications.
- To equip learners with skills to design omnichannel retail strategies and enhance customer experience.

Course Outcomes:

After successful completion of the course, learners will be able to:

- CO1: Explain key concepts, formats, and trends in retail management.
- CO2: Analyze retail consumer behavior and develop merchandising strategies.
- CO3: Evaluate retail operations including store layout, logistics, and inventory management.
- CO4: Apply digital tools and omnichannel strategies for effective retail management.
- CO5: Design customer-centric retail strategies to enhance loyalty and profitability.

Course Content:

Unit I: Introduction to Retail Management

This unit introduces the evolution, scope, and significance of retailing in modern economies. It discusses various retail formats and classifications, organized and unorganized retail structures, and the role of retail in economic development. Learners explore major retail theories, emerging trends, and the changing landscape of global and Indian retailing environments.

Unit II: Retail Consumer Behaviour and Market Strategy

This unit focuses on understanding retail consumer decision-making and store choice behavior. It covers market segmentation, targeting, and positioning strategies specific to retail contexts, along with customer relationship management and experience design. The unit also examines branding strategies, private labels, and approaches for building long-term customer engagement.

Unit III: Retail Merchandising and Category Management

This unit explains the principles of merchandise planning, assortment decisions, buying processes, and pricing strategies. It emphasizes category management practices, supplier relationships, sourcing strategies, and retail branding. Students gain insights into how effective merchandising contributes to profitability and competitive advantage in retail organizations.

Unit IV: Retail Operations and Store Management

This unit explores operational aspects of retailing including store layout design, visual merchandising, and location planning. It discusses inventory control, logistics, supply chain coordination, and warehouse management practices. The unit also highlights human resource management in retail stores, focusing on staff roles, service delivery, and operational efficiency.

Unit V: Digital Retailing and Omnichannel Strategies

This unit examines the transformation of retail through digital technologies, including e-retailing, mobile commerce, and omnichannel integration. It introduces retail analytics, data-driven decision-making, and emerging technologies such as AI, CRM systems, and smart POS solutions. The unit concludes with future retail trends such as experiential retail, sustainability practices, and innovation in customer engagement.

Text Books

2. **Levy, M., Weitz, B. A., & Grewal, D.** (2020). *Retailing Management* (10th ed.). McGraw-Hill Education.
3. **Berman, B., Evans, J. R., & Chatterjee, P.** (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson.
4. **Vedamani, G. G.** (2017). *Retail Management: Functional Principles and Practices*. Pearson India.
5. **Dunne, P. M., Lusch, R. F., & Carver, J. R.** (2014). *Retailing* (8th ed.). Cengage Learning.

	Services Marketing	**L**	**T**	**P**	**C**
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of Fundamentals of Marketing Management**				
Co-requisites	**--**				

Course objectives:

- To develop fundamentals idea of services
- The course will help to learn different services marketing techniques in modern business environment.
- The course should develop idea on the application of various services marketing policies .

Course Outcomes:

On completion of this course, the students will be able to:

- CO1: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- CO2: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
- CO3: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
- CO4: Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
- CO5: Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it’s only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using services marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course Structure:

Unit I 9[L] Introducing Service Marketing: The nature of Services Marketing Introduction, Definition

and Characteristics of Services, Classification of Services, The services environment; evolution of services, Difference between goods and services, Trends in service sector, Impact of technology on different service sectors, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit II 6[L] The Services Marketing Mix: Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability, 7Ps of marketing mix,

Unit III 6[L] Pricing for Services: Characteristics of services and pricing, Price terminologies, Understanding the costs of services incurred by customers, pricing strategies, Pricing and marketing strategies

Managing Physical Evidence of Services: Concepts, Elements, Roles of physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies

Unit IV 6[L] Managing People for Service Advantage: The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit V 9[L] Service Quality: SERVQUAL Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand. Services theatre and service **experience**, the gap between expected and perceived service, customers' role in service delivery, Case Study Analysis expectations, Case Study Analysis

Text Book(s): -

TH 1: SERVICES MARKETING: THE INDIAN CONTEXT, R. SRINIVASAN, PHI Learning Pvt Ltd

TH 2: Services Marketing: Concepts, Strategies & Cases: Douglus Hoffman Cengage Learning India

	Performance and Compensation Management	L	T	P	C
Version 1.1	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Understanding of the function and practices of HRM**				
Co-requisites	**Understanding of strategic planning and intent**				

Course Objectives:

The objective of the course is to inculcate among the students the ability to:

- Design an organization's Performance Management Process that is compliant with law and supports organizational mission and strategy.

- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. 3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
- Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Course Outcomes:

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

- CO1: Identify the concept and theoretical framework of Performance Management
- CO 2: Develop idea of Performance Management Process & Appraisal Methods
- CO 3: Demonstrate performance Planning, Potential Appraisal and Competency Mapping
- CO 4: Formulate the overall concepts of Compensation Management and Compensation related legislations
- CO 5: Develop an understanding on Compensation Systems, Wage & Salary Administration, Incentives and Profit Sharing, etc.

Course Description:

This course examines the importance of an effective Performance Management System in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that Performance Management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Course Content:

Unit-I: Introduction to Performance Management: Perspective, Purpose, Principles of Performance Management; Relation of Performance Management with the other HR Processes: Link between Performance Management, Human Resource Development and Rewards Management; Theoretical framework of Performance Management.3[L]

Unit-II: Performance Management Process & Measurement: Process of Performance Management; Performance Management Cycle; Developing the person in the Role; Performance Coaching; Issues relating to measurement of results and behaviour; Collecting performance specific information; Performance Appraisal; Appraisal Methods (Traditional vs. Modern): Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, MBO, Human Resource Accounting, 360 degree Feedback: Uses, Rationale and Scope.10[L]

Unit-III: Performance Planning: Performance Management Planning Process; Evaluating the Performance Planning Process; Specific Issues relating to Team Performance Management; Concept of Potential Appraisal, Performance Appraisal and Potential Appraisal; Requirements for an Effective Potential Appraisal System; Understanding Competence and Competency; Issues in Competency Management; Competency Mapping: Approaches and Process; Competency Modeling and Competency Assessment.5[L]

Compensation Management: An Overview - Compensation & Non-compensation Dimensions, Extrinsic & Intrinsic Compensation, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Significant Compensation Issues, Strategic Compensation, Organizational and External Factors Affecting Compensation Strategies, Compensation Policies; **Compensation Related Legislations:** Wage Laws, Fair Labour Standards Act (FLSA), Pay Discrimination, Disabilities Act, Occupational Safety & Health related Legislations. 4[L]

Unit - IV: Compensation Systems: Seniority Pay, Merit Pay, Incentive Pay, Person Focused Pay; **Designing Compensation Systems:** Internal **Consistency**, Job Analysis, Job Evaluation, External Competitiveness, Constructing Pay Structure, Pay Level Mix; **Wage & Salary Administration:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective

Bargaining, Union Role in Wage and Salary Administration; **Incentives:** Types of Incentive Schemes, Wage Incentive Plans, Prevalent Systems & Guidelines for Effectives Incentive Schemes, Non-Monetary Incentives; **Profit Sharing:** Cafeteria Style of Compensation, Equity & Bonus, Problems related to Equity & Bonus, Employee Stock Option Plan (ESOP). 7[L]

Unit - V: Benefits: Concept, Nature and Classification of Employee Benefits, **Employee** Benefit Programs, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program; **Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy; **Managerial Remuneration:** Concept and Elements of Executive Compensation, CEO-to- worker pay ratio, Remuneration Ceilings, Benchmark Compensation Package as per the Industry Standards; **International Compensation:** Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.8[L]

Text Books:

Rao, T.V.: Appraising and Developing Managerial Performance, Excel Books. Sharma, Davinder, Performance Appraisal and Management, Himalaya Publishing House.

Bhattacharya, D.K.: Compensation Management, Oxford University Press. Henderson, R.I.: Compensation Management in a knowledge-based world, Pearson Education.

Reference Books:

3. Aguinis, H.: Performance Management, Pearson Education.

4. Chadha: Performance Management, Excel Books.

5. Armstrong, Michael, Baron: Performance Management, Jaico Publishers. 5. Robert Bacal: Performance Management, McGraw-Hill Education, 2007. 6. Rao, T.V.: Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007.

7. Kohli, A.S., Deb T.: Performance Management, Oxford University Press. 8. Mulkovich, G.T. & Newmann, J.: Compensation planning, McGraw Hill Publication. 9. Singh, B. D.:

Compensation and reward management, Excel Publication.

Project:

The student is required to identify and approach a company and study its Performance Management System and Performance linked Compensation. This is required to be done in coordination with the company's HR team member if possible. The objective of the project is to acquaint the students with the actual practices of Performance Management System and Compensation. Students are required to submit their project reports just after mid-semester examination. Each student is also required to present the work in the class such that all students have a clear idea of how Performance and Compensation are actually managed in the organizations.

	Strategic HRM	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours - 45**	**3**	**0**	**0**	**3**
Pre-requisites/Exposure	**Basic HRM knowledge**				
Co-requisites	**--**				

Course Objectives:

The objective of the course is to educate the student such that he/she understands: ➢ The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.

- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on the best practices, tools and models to implement an effective HRM system.

Course Outcomes:

On completion of this course the students will be able to:

- CO1: integrate HR with the business strategy
- CO2: Develop competency to enhance employee development
- CO3: Gain rational ability to manage performance strategically
- CO4: Develop competency to implement global HR practices
- CO5: Design and implement strategic HR interventions to lead organizational change, foster agility, and build a resilient workforce aligned with evolving business priorities

Course Description:

The course focuses towards the various aspects of human resources planning including strategic planning, job analysis, and forecasting supply and demand in order to examine how corporate and business strategy influence human resources management practices to assist the students to become successful HRD practitioners in real life, or to become a manager who can facilitate the learning of others. HRD is a key activity that systematically leads to the growth and development of manpower in organizations in order to build the organizations more effective.

The process of identifying needs and designing and delivering HRD interventions are part of the course which is considered as most crucial skills for all the managers. This course will emphasize on the role of HRD in designing and implementing appropriate strategies in line with business goals of the organization. The course will include various topics related to

design, development, implementation, evaluation of HRD programmes and a number of HRD interventions like coaching, mentoring and counselling. The course will also play a major role in developing ethical behaviour and the future of HRD in Indian organizational context. **Course Contents:**

Unit I: 9[L] Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources. Integrating

Unit II: 9[L] Strategy and Human Resource Planning - The strategic role of Human Resource Planning, selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices.

Unit III: 9[L] Strategy for Employee Development – Planning and strategizing training Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage-The strategic training of employees model.

Unit IV: 9[L] Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems.

Unit V: 9[L] Employee separation – Reductions in workforceLay off, Downsizing, - Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments.

RECOMMENDED TEXT BOOK

Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.

REFERENCE BOOKS

2. Michael Armstrong, Strategic HRM, Kogan page, London

3. John Storey, Patrick M. Wright and Dave Ulrich, “The Routledge Companion to Strategic Human Resource Management”, 2009, Routledge

4. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi

	Introduction to Fintech	**L**	**T**	**P**	**C**
Version 1.0	**Contact Hours – 45**	3	0	0	3
Pre-requisites/Exposure	--				
Co-requisites	--				

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Course Description:

This course introduces Financial Technology (FinTech) and its impact on financial services, focusing on digital payments, blockchain, artificial intelligence, crowdfunding, and regulatory technologies. It integrates strategic, technological, and managerial perspectives to help learners understand innovation in finance. The course prepares students to evaluate emerging fintech business models, risks, and opportunities in a rapidly evolving digital financial ecosystem.

Course Objectives:

- To develop an understanding of fintech concepts, evolution, and the digital transformation of financial services.
- To examine technologies such as blockchain, AI, digital payments, and data analytics used in fintech.
- To analyze fintech business models, innovation strategies, and regulatory challenges.
- To equip learners with skills to evaluate fintech risks, security issues, and future trends in digital finance.

Course Outcomes:

After successful completion of the course, learners will be able to:

- CO1: Explain key concepts, technologies, and trends shaping the fintech ecosystem.
- CO2: Analyze digital payment systems, alternative finance models, and fintech innovations.
- CO3: Evaluate regulatory, ethical, and cybersecurity issues in fintech operations.

- CO4: Apply strategic thinking to fintech business models and financial innovation.
- CO5: Assess the impact of emerging technologies on the future of financial services.

Course Content:

Unit I: Introduction to FinTech and Digital Financial Ecosystem

This unit introduces the concept, evolution, and scope of fintech, highlighting the transformation of traditional financial services through technology. It discusses fintech ecosystems, key stakeholders, fintech startups, and global as well as Indian fintech developments. The unit also explores financial inclusion, digital disruption, and emerging opportunities in the fintech landscape.

Unit II: Digital Payments and Alternative Finance

This unit focuses on digital payment systems including mobile wallets, UPI, payment gateways, and peer-to-peer transfers. It examines alternative finance models such as crowdfunding, peer-to-peer lending, buy-now-pay-later services, and digital banking innovations. The unit highlights the role of fintech in enhancing financial access and improving customer convenience.

Unit III: Blockchain, Cryptocurrencies, and Smart Contracts

This unit explains the fundamentals of blockchain technology, distributed ledger systems, cryptocurrencies, and decentralized finance concepts. It discusses smart contracts, tokenization, and applications of blockchain in banking, insurance, and supply chain finance. Ethical, legal, and operational implications of decentralized financial systems are also examined.

Unit IV: Artificial Intelligence, Data Analytics, and Cybersecurity in FinTech

This unit explores the role of artificial intelligence, machine learning, big data analytics, and automation in financial services. It covers robo-advisory, fraud detection, credit scoring models, and personalized financial services. The unit also examines cybersecurity risks, data privacy, and risk management practices in digital financial environments.

Unit V: FinTech Regulation, Strategy, and Future Trends

This unit discusses regulatory frameworks, RegTech and SupTech, compliance issues, and governance challenges in fintech. It examines fintech business models, innovation strategies, partnerships between banks and startups, and digital transformation initiatives. The unit concludes with future trends such as embedded finance, open banking, sustainable fintech, and evolving global financial ecosystems.

Text Books

- Buckley, R. P., Arner, D. W., & Zetzsche, D. A. (2023). FinTech: Finance, Technology and Regulation. Cambridge University Press.
- Chishti, S., & Barberis, J. (Eds.). (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley.
- Chavan, C. (2023). Introduction to FinTech. Pearson India.

Examination Procedure

1. Introduction

The Office of the Controller of Examinations (CoE) is the statutory authority responsible for planning, coordinating, conducting, evaluating, and declaring the results of all examinations conducted by the University. The Office ensures that every examination is conducted with the highest standards of fairness, transparency, confidentiality, academic integrity, and regulatory compliance.

The examination ecosystem is supported by the University Management System (UMS) and follows well-defined Standard Operating Procedures (SOPs) covering the complete examination lifecycle—from examination planning to result publication and record archiving.

2. Examination Process

The examination process consists of three major phases:

- **Pre-Examination Activities**
- **Examination Conduct**
- **Post-Examination Activities**

A. Pre-Examination Activities

The Office of the CoE undertakes comprehensive planning before the commencement of every examination to ensure smooth execution.

Major activities include:

- Preparation of the Academic Calendar and Examination Schedule.
- Verification of student eligibility based on registration, attendance, fee clearance, and academic requirements.
- Collection and moderation of question papers from the respective Schools.
- Approval and secure printing of confidential question papers.
- Identification of examination centres and room allocation.
- Preparation of room-wise seating plans.
- Generation and publication of Admit Cards through UMS.
- Appointment of Centre Superintendents, Invigilators, Flying Squad members, Observers, and supporting staff.
- Preparation and distribution of answer books, attendance sheets, confidential packets, and examination materials.

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B. Examination Conduct

The Office of the CoE ensures the smooth, secure, and disciplined conduct of examinations across all examination centres.

The examination process includes:

- Secure distribution of confidential question papers.
- Candidate identity verification.
- Attendance marking.
- Supervision by Invigilators and Centre Superintendents.
- Monitoring by Flying Squad.
- Reporting and handling of unfair means cases.
- Collection, verification, sealing, and submission of answer scripts.

C. Post-Examination Activities

After completion of examinations, the Office of the CoE coordinates the evaluation and result processing activities.

These include:

- Distribution of answer scripts for evaluation.
- Marks entry through the University Management System.
- Verification of attendance and marks.
- Moderation wherever applicable.
- Result compilation.
- Result approval by the Competent Authority.
- Publication of Results and Grade Cards.
- Review, Scrutiny and Re-evaluation.
- Digital archiving of examination records.

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3. Invigilation Management

The Office of the CoE ensures impartial and efficient invigilation through a structured allocation process.

Invigilation Duty Allocation

Invigilation duties are assigned considering:

- Faculty availability.
- Number of examination sessions.
- Equitable distribution of workload.
- Departmental requirements.
- Examination centre requirements.
- Reserve invigilators for emergency replacement.

The Office of the CoE appoints:

- Centre Superintendent
- Deputy Centre Superintendent
- Invigilators
- Relief Invigilators
- Flying Squad Members
- Office Assistants
- Technical Support Personnel

Duty charts are prepared centrally and circulated before each examination session.

4. Responsibilities of Invigilators

Before Examination

- Report to the Examination Centre at least 30 minutes before commencement.
- Collect confidential examination materials.
- Verify seating arrangements.
- Ensure examination hall readiness.

During Examination

- Verify candidate identity.
- Distribute answer books and question papers.
- Record attendance.

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- Maintain discipline.
- Prevent unfair practices.
- Report irregularities immediately.

After Examination

- Count answer scripts.
- Verify attendance.
- Seal answer scripts.
- Submit records to the Centre Superintendent.
- Complete handover documentation.

5. Evaluation & Result Processing

The Office of the CoE follows a multi-level verification mechanism to ensure accuracy and transparency.

The process includes:

- Evaluation by approved examiners.
- Digital marks entry.
- Verification of marks.
- Attendance reconciliation.
- Grade computation.
- Moderation (where applicable).
- Result compilation.
- Approval by Competent Authority.
- Publication through UMS.

Students may subsequently apply for:

- Review
- Scrutiny
- Re-evaluation

as per the University regulations.

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6. Digital Examination Management

The Office of the CoE has progressively adopted digital technologies to improve efficiency and governance.

Major digital initiatives include:

- Examination Scheduling
- Student Eligibility Verification
- Online Admit Cards
- Automated Room Allocation
- Digital Invigilation Management
- Secure Question Paper Management
- Online Marks Entry
- Automated Result Processing
- Grade Card Generation
- Examination Analytics
- Digital Record Archival

These initiatives enhance transparency, reduce manual intervention, improve security, and ensure complete traceability throughout the examination lifecycle.

7. Internal Assessment (IA) Conduct

The University adopts a **Continuous Internal Assessment (CIA)** system to evaluate students throughout the semester. Internal Assessment is designed to assess students' continuous academic performance, conceptual understanding, practical skills, assignments, presentations, seminars, quizzes, laboratory performance, and other discipline-specific learning outcomes.

The Continuous Internal Assessment (CIA) for learners enrolled in Open and Distance Learning (ODL) programmes shall be conducted in accordance with the approved Academic Calendar and the applicable Programme Regulations. The assessment process shall adhere to the University's Examination and Evaluation Regulations and the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, as amended from time to time, ensuring fairness, transparency, academic integrity, and consistency in evaluation. The Office of the Controller of Examinations shall coordinate the assessment schedule, facilitate the submission and verification of Internal Assessment marks through the University Management System (UMS), and monitor compliance with the prescribed examination procedures and regulatory requirements .

Internal Assessment Components

The Internal Assessment may comprise one or more of the following components depending upon the programme regulations:

- Class Tests / Quizzes
- Assignments

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- Presentations
- Case Studies
- Laboratory Performance
- Practical Records
- Viva-Voce
- Attendance (where applicable)
- Continuous Evaluation Activities

Internal Assessment Weightage

The weightage of Internal Assessment shall be as prescribed in the applicable Programme Regulations.

Typical weightages include:

Assessment Component	Weightage
Internal Assessment (IA)	**30%**

The exact distribution varies across programmes in accordance with the approved curriculum and Academic Regulations.

The Continuous Internal Assessment (CIA) marks awarded to learners shall be verified and approved by the respective Course Coordinator/Programme Coordinator, as applicable, before being submitted to the Office of the Controller of Examinations through the University Management System (UMS). The Office of the Controller of Examinations shall ensure the accuracy, completeness, and timely processing of the submitted assessment records in accordance with the prescribed regulations.

8. End Term Examination (TEE) Conduct

The End Term Examination (TEE) constitutes the final summative assessment of a course and is conducted under the direct supervision of the Office of the Controller of Examinations.

Mode of Conduct of End Semester Examination (ODL):

The End Semester Examination for Open and Distance Learning (ODL) programmes shall be conducted in offline (physical) mode at the designated University campus or approved examination centres. Candidates shall appear in person and the examinations shall be conducted under the supervision of the Office of the Controller of Examinations in accordance with the applicable University and UGC-ODL Regulations 2020

The TEE evaluates the attainment of Course Outcomes (COs) and Programme Outcomes (POs) through a standardized, confidential, and transparent examination process.

The Office of the Controller of Examinations is responsible for:

- Preparation of examination schedule

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- Student eligibility verification
- Admit card generation
- Secure question paper management
- Examination centre allocation
- Invigilation management
- Conduct of examinations
- Digital/Manual evaluation
- Moderation (where applicable)
- Result processing and publication

The weightage assigned to the End Term Examination shall be as prescribed in the respective Programme Regulations.

Assessment Component	Weightage
End Term Examination (TEE)	**70%**

9. Re-Examination / Supplementary Examination

The University provides opportunities for eligible students to improve academic performance through Re-Examinations/Supplementary Examinations in accordance with the approved Academic Regulations.

Students may become eligible for Re-Examination under conditions such as:

- Failure in one or more courses
- Absence due to approved reasons
- Improvement of performance (where permitted)
- Special examinations approved by the Competent Authority

The Office of the Controller of Examinations is responsible for:

- Notification of Re-Examination schedule
- Online application and fee collection
- Student eligibility verification
- Course enrolment
- Admit card generation
- Conduct of examinations
- Evaluation and result declaration

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The evaluation process, grading methodology, and result publication for Re-Examinations follow the same standards and quality assurance mechanisms applicable to regular examinations unless otherwise specified in the Academic Regulations.

10. Assessment of Projects, Dissertation and Research Work

The assessment of **Project Work, Dissertation, and Thesis** is designed to evaluate students' academic progress, research aptitude, analytical ability, originality, and overall achievement of the intended learning outcomes. The evaluation process is carried out in a structured and transparent manner in accordance with the applicable programme regulations.

A. Project Work Assessment

Project work shall be assessed through a series of periodic reviews conducted during the course of the project to monitor progress, evaluate implementation, and provide constructive feedback. The assessment pattern is as follows:

Project Review Component	Marks
First Review	5
Second Review	10
Third Review	15
Total	**30**

B. Dissertation / Thesis Assessment

The final evaluation of the Dissertation/Thesis shall be based on the quality of research, originality of work, analytical approach, presentation, and the overall contribution of the study. The assessment shall be carried out using the following components:

Dissertation / Thesis Evaluation Component	Marks
Presentation and Viva-Voce	15
Content Originality	15
Study/Model Development and Analytical Validity	15
Findings and Conclusion	15
Future Scope and Recommendations	10
Total	**70**

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The final award of marks shall be based on the cumulative performance in the project reviews and the Dissertation/Thesis evaluation. Assessment shall be conducted by the approved Internal and/or External Examiners in accordance with the University's examination and evaluation regulations, ensuring fairness, transparency, academic integrity, and consistency in the evaluation process.

11. Examination Infrastructure

The University possesses dedicated examination infrastructure across five academic blocks.

Examination Block	No. of Rooms	Seating Capacity
AU-2	14	453
AU-3	28	1,032
AU-4	18	525
AU-5	34	1,659
AU-6	62	2,396
Total	**156**	**6,065**

The available infrastructure enables the University to conduct large-scale examinations efficiently while ensuring adequate spacing, effective supervision, and strict adherence to examination norms.

12. Key Features of the Examination System

- Transparent and standardized examination procedures.
- Secure handling of confidential examination materials.
- Automated student eligibility verification.
- Equitable invigilation duty management.
- Robust monitoring through Centre Superintendents and Flying Squad.
- Digital evaluation and marks management.
- Multi-level verification before result publication.
- Timely declaration of results.
- Online access to Admit Cards and Grade Cards.
- Complete digital audit trail and archival of examination records.
- Continuous process improvement through examination analytics and quality assurance.

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Conclusion

The **Office of the Controller of Examinations (CoE)** is committed to maintaining the highest standards of academic integrity and operational excellence. Through well-defined procedures, digital transformation, and continuous monitoring, the Office ensures that every examination is conducted in a secure, transparent, efficient, and student-centric manner, supporting the University's commitment to quality assurance and academic excellence.

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Examination Workflow

CENTRE FOR DISTANCE AND ONLINE EDUCATION
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EXAMINATION PROCESS FLOWCHART

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The Centre for Distance and Online Education (CDOE), Adamas University is committed to conduct examinations with fairness, transparency, confidentiality, academic integrity and timeliness through a well-defined and technology-enabled process.

PRE-EXAMINATION ACTIVITIES

1. Academic Calendar & Examination Schedule Preparation
2. Student Eligibility Verification (Registration, Attendance, Fees, etc.)
3. Collection & Moderation of Question Papers from Schools / Departments
4. Approval & Secure Printing (if applicable) / Securing Digital Question Papers
5. Examination Centre (for ODL) / Online Exam Setup (for OL) & Room Allocation
6. Invigilation Duty Allocation (CS, Invigilators, Flying Squad, Relief Invigilators, Staff)
7. Admit Card Generation & Publication (through UMS)
8. Preparation & Distribution of Examination Materials (QPs / Links, Answer Books / Online Access, Attendance Sheets, etc.)

EXAMINATION PROCESS FLOW

EXAMINATION CONDUCT

1. Secure Distribution of Question Papers / Online Release to Centre / Candidates
2. Candidate Identification & Seating Arrangement / Login Authentication
3. Attendance Marking / Online Attendance Capture
4. Conduct of Examination under Invigilation (ODL – Offline / OL – Online Proctored Mode)
5. Monitoring by Centre Superintendent & Flying Squad / Proctoring Team
6. Reporting of Unfair Means (if any)
7. Collection, Verification & Sealing of Answer Scripts / Secure Closure of Online Exam
8. Submission of Answer Scripts / Exam Data to Office of CoE

POST-EXAMINATION ACTIVITIES

1. Distribution of Answer Scripts for Evaluation
2. Evaluation & Marks Entry in UMS
3. Verification of Marks & Attendance
4. Moderation (if applicable)
5. Result Compilation
6. Approval of Results by Competent Authority
7. Publication of Results & Grade Cards
8. Review / Scrutiny / Re-evaluation (if applicable)
9. Record Archival & Examination Analytics

INVIGILATION DUTY ALLOCATION PROCESS

- Faculty & staff database created and updated in UMS
- Requirements assessed based on number of sessions & centres
- Duties allotted considering workload, availability and fairness
- Invigilation Duty Charts generated and circulated
- Relief Invigilators maintained for emergency replacement
- Attendance of invigilators recorded and submitted after each session

FAIR · IMPARTIAL · TRANSPARENT

INVIGILATION TEAM

- Centre Superintendent (CS)
- Deputy Centre Superintendent (DCS)
- Invigilators
- Relief Invigilators
- Flying Squad Members
- Technical & Support Staff

EXAMINATION INFRASTRUCTURE (CDOE)

Building	Rooms	Capacity
AU-2	14 Rooms	453 Capacity
AU-3	28 Rooms	1,032 Capacity
AU-4	18 Rooms	525 Capacity
AU-5	34 Rooms	1,659 Capacity
AU-6	62 Rooms	2,396 Capacity
TOTAL	156 Rooms	6,065 Capacity

KEY FEATURES OF THE EXAMINATION SYSTEM

- Secure & Confidential Examination Management
- Technology Enabled Process through UMS
- Equitable Invigilation Management
- Multi-level Verification Before Result Publication
- Timely Results & Student Support
- Digital Archival & Audit Trail

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MBA ODL SLM Google Drive link

https://drive.google.com/drive/folders/1oNXW80PyOXt-ojbP02cT_KxoAekDeCaK?usp=sharing

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