

MBA (IB) Part-IISem-III
231-Quantitative Applications in Management/MBIM2301T

Course Overview

Objective of the course is to guarantee a deeper insight into the subject and lead towards analytical solutions to problems treated. This course is the foundation for business core courses, showing the students how to apply the language of mathematics to business.

Course Syllabus

Group-I:

Matrices & Determinants: Concepts of Matrices, Types, Adjoint and Inverse of a Matrix; Concepts of Determinants, Solutions of simultaneous linear equations of 2 and 3 variables using Matrix Inverse Technique and Cramer's Rule, Business applications.

Linear Programming: Concepts, Formulation of LP models, Solution of LP Models using Graphical techniques and Simplex Method.

Transportation Problems: Concepts and solutions; Optimality Tests – MODI Method & Stepping Stone technique.

Group-II:

Game theory: Concepts, Solutions of 2-person games, Pure & Mixed strategy games, Odds method, Dominance Method, Sub Games method, Equal Gains Method, Graphical Solution. **Assignments Problems:** Concepts and solutions, unbalanced problems. **Sequencing:** Concepts, Solutions of processing 'n' jobs through – '1', '2', '3' and 'm' machines, Processing '2' jobs through 'm' machines.

Elementary Replacement problems: Concepts and solutions – Replacement of items that deteriorate with time (with & without change in money value) and items that breaks down suddenly.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts:

- Baruah, Srinath, *Basic Mathematics and its Application in Economics*, Macmillan India Ltd, 2nd
- Ed.Hillier, Fredrick S. and Lieberman, Gerald J., *Operations Research*, Tata McGraw Hill, 2006, 8th Ed
- Saha, Suranjan, *Practical Business Mathematics and Statistics*, Tata McGraw Hill, 1999.Swarup, K., Gupta, P. K. and Mohan, M., *Operations Research*, Sultan Chand & Sons, 2006.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-III
232-International Financial Management/MBIM2302T

Program Name: M.B.A. (I.B) Part-I (Semester-3)	Program Code: MIBM2PUP
Course Name: International Financial Management	Course Code: MIBM2302T

Course Outcomes: This course will develop an understanding of the fundamentals of international finance. It will help the students in gaining knowledge and skills in investment & financing techniques, exchange rate management and related aspects in the international context. It will

CO1	Explain what different sources of finance can be explored by multinationals.
CO2	Understand different risk exposure for financing International business.
CO3	Describe how capital budgeting and short term funds are managed by international business.

Course Overview

The basic objective of this course is to acquaint the students with the concept of international financial system, role of international monetary institutions and management of fund flows internationally.

Course Syllabus

Group-I:

International Finance: Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows;

International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial **Market Instruments:** GDR, ADR, Euro Issues, CP and ECBS.

Multinational Firm: Its rationale goals, constraints;

Financial operations of MNCs: Sources and Investment channels, Cost of Capital and Capital Structure Decisions. Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate.

Group-II:

Managing various risks and exposures: Foreign exchange risk and exposure; other risks exposures in International Investments,.

Multinational Capital Budgeting–Significance and various techniques

Managing Multinational fund flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation.

Pedagogy:

The course employs variety of teaching and learning methods namely, class discussions, case method, field exercises, class assignments (individual as well as group), practice questions, presentations on various practical aspects of international finance. The case method will immerse the students into real-life decision-making situations which improves their learning and thinking abilities. The teacher will conduct a continuous assessment of students performance in all the activities.

Case/Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up die before the start of each the case study of class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Text and Readings:

Student should focus on material presented in the lectures. The Text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi, Ninth Edition.
- P.G. Apte (2017) International Financial Management, Tata McGraw Hill, New Delhi, Seventh Edition, 2007.
- Jeff Madura (2012).International Financial Management, Cengage Learning India Private Limited, New Delhi, Tenth Edition

Scheme of Examination:

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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
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- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

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MBA (IB) Part-II Sem-III
233-Integrated Marketing Communications/MBIM2303T

Course Overview

The primary objective is to make students familiar with basics of Promotion and the role played by sales promotion and communication. The growing significance of process of advertising deserves the focus and attention.

Group-I:

Introduction: Integrated Marketing Communication Evolution of IMC, Reasons for growing importance of IMC , Merits and Demerits of various media types, Emerging media, Role of IMC in Marketing Process of advertising, advertising appropriations, advertising campaigns.

Advanced issues in Advertising Management: Advertising Research, Consumer Behaviour and Advertising, Media Planning , Process of advertising – Copy testing, Advertising Budget Measuring Advertising Effectiveness, , Advertising Ethics and Unethical Practices, Role of Advertising Agencies.

Group-II:

Sales Management: Sales Promotion-Different types, Publicity- types of publicity, of sales Promotion, Public Relation: Types of PR, Direct Marketing Media. The internet and interactivity.

Advanced issues in IMC: Event Management, Digital IMC Message Design-AIDA Model, considerations for creative idea, Media Planning and Strategy Outdoor communications. IMC Campaign- Evaluating and Measuring Effectiveness of Marketing Communication Program

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts:

- Belch, G., & Belch, M. (2012). *Advertising and promotion: An integrated marketing communications perspective* (9th ed). New York, NY: McGraw-Hill. ISBN: 9780073404868.
- Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1990.
- Safko, L. (2012). *The social media bible: Tactics, tools and strategies for business success* (3rd ed.). Hoboken, NJ: John Wiley & Sons, Inc. ISBN: 9781118269749

- *Advertising and Promotions An Integrated Brand Approach by Semenik, Allen, O'Guinn, Kaufmann*

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA- Part-II Sem-III
234 - Human Resource Planning & Development/MBIM2304T

Program Name: M.B.A. (I.B) Part-I (Semester-3)	Program Code: MIBM2PUP
Course Name Human Resources Planning & Development	Course Code: MIBM2304T

Course Outcomes: Upon completion of this course, the student will be able to

CO1	Analyze and explain the different steps in the HRP process and how the process can be applied at both the operational and strategic level.
CO2	Understand the evolution and functions of HRD and to develop a perspective of HRD beyond organizational realities including national HRD.
CO3	Evaluate and understand diversity issues and their impact on organizations.
CO4	Understand and develop career planning & development related activities in the organization.

Course Overview

This course is designed to create in students the awareness regarding the theory and role of human resource planning and development in organizations, and link it to policies and practices required in organizations for effective people management. The paper aims to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards. It covers the practical application of the theory for planning for and developing competent human resources. At the end of the course, the students should be able – (1) to understand the concepts of; human resource planning. (2) to be familiar with the concepts of stock taking. (3) To knowledge about the HRD evolution.

Course Content

Group-I:

Macro and Micro Level Manpower Planning; Human Resource Planning and the Government. Organizational Human Resource Planning: Factors Affecting, Process, and Barriers.
Stock Taking; Work Force Flow Mapping, Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting.
Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies.
Career Management and Career Planning; Career Development, Managing Change. Performance Planning, Coaching, Potential Appraisals, Multi-skilling, Training Retraining, (studying these trends in Indian and international context)

Group-II:

HRD Evolution: Concepts, Goals and Challenges, HRD Climate and Processes. Organizing for HRD, HRD Strategies and Experiences in India. HRD in Culturally Diverse Environment, International HRD Experiences. Human Resource Valuation and Accounting.
Role of an HRD Professional: Task Analysis, Motivational aspects of HRD. Developmental Supervision and Leadership (Identifying Corporate Leaders and Analyzing their Role in Building up their organizations). Counseling and Mentoring.

Note:

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The teacher is expected to explain all concepts and theories in a comprehensive manner. Examples and cases from corporate sector must be thoroughly discussed to better understand the fundamentals. Extensive use of case studies and group discussions must be carried out.

Class Assignments and Attendance:

The teacher must include research-based assignments, role playing and simulation in the class. Continuous evaluation of students must be carried out using the above criteria.

Texts and Readings:

Extensive use of academic inputs made by the teacher must be made by students. The following books can be used to further the knowledge gained in the class.

- Papalia, D. (2017). *Human Development*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 9th Edition.
- Desimore, R. L., Werner, J. M., & Randy, L. (2011). *Human Resource Development* (6th ed.). Cengage Learning.
- Kleiman, L. S. (2003.). *Human Resource Management: A Managerial Tool for Competitive Advantage* (3rd ed.). Wiley
- David M. (2013). *Human Resource Development*, Oxford University Press.
- Bhattacharyya, D. K. (2016). *Human Resource Planning*. Excel Books, 3rd Edition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these group. The 3rd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

MBA (IB) Part-II Sem-III

235-International Marketing Research/MBIM2305T

Course Overview

This course aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation required for international marketing decisions.

Course Syllabus:

Group-I:

Introduction to marketing research: its nature and scope; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International marketing Information System(IMIS).Defining the Marketing Research Problem-the International Marketing Research Process; Types of research designs-exploratory, descriptive and experimental research design, Methods of collection of Data-Primary and Secondary sources; Complexities of data collection in international environment; Online data sources and research. Measurement Techniques-Questionnaire Design; Scaling; observation and physiological measures. Sample Design-sampling methods and sample size determination; sampling and non-sampling errors, Field work and data collection.

Group-II:

Multi –country Data Analysis and Interpretation: Data editing and coding; preliminary data analysis, Univariate, Bivariate and Multi-variate Analysis-Discriminant Analysis-Factor Analysis-Cluster Analysis-Multidimensional Scaling and Conjoint Analysis. Issues in multi-country data analysis-Data comparability and validity problems; Report Preparation and Presentation. Global Competitiveness in Marketing Research; Cross cultural consumer research; Product research; Advertising research; International Opportunity analysis; Ethical Issues in International marketing research.

Pedagogy:

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, Concerned Article from journals and magazines

Case/Class Discussion in the class:

Students will work in group to prepare a brief write-up due before the start of class covering the Case study. Question in the case study would include the quantitative analysis of the problem solving and decision making.

Class Participation:

Attendance will be taken at each class and class participation is scored for each student for each class.

Recommended Texts

- Aaker, Kumar & Day, Marketing Research, John Wiley and Son, New York, 2009.
- William G. Zikmund, Business Research Methods, Thomson South Western.
- Churchill, Iacobucci, Marketing Research, Cengage Publications, 2009.
- Kumar, V., International Marketing Research, Prentice Hall Of India, 2008.
- Malhotra, Naresh K., International Marketing Research-An Applied Orientation, 3rd ed., Person Education Asia, 2002.
- Green, Tull and Albaum, Research for Marketing Decisions, Prentice Hall of India, 2008.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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- A minimum of 75% of classroom attendance is required in each subject

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The instructions for external examiners would be as follows:-

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MBA (IB) Part-II Sem-III
236 - Business Environment/MBIM2306T

Program Name: M.B.A. (I.B) Part-I (Semester-3)	Program Code: MIBM2PUP
Course Name: Business Environment	Course Code: MIBM2306T

Course Outcomes:The objective of this course, is to enable the students to analyse different types of legal, political, economic systems influencing business. The study of Business environment also covers an introductory knowledge of Indian legal concepts and its application in the Business.

CO1	To understand the nature and Scope of Business environment. Students should know the current business environment so that they can think the future of the business in such environment.
CO2	To provide the information that is required to take the business decisions based on that information regarding Sale, Purchase and Price keeping in mind competitor, suppliers and the customers.
CO3	For drafting new policies for the smooth functioning of business, scanning the business through business environment.
CO4	For making technological planning to meet the changing business requirements as technology driven businesses are more sustainable in these days.

Course Overview

Upon the satisfactory completion of this course, the students will be able to analyze different types of legal, political, economic systems influencing business; have introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

Course Syllabus

Group-I:

Concept of Business Environment: Techniques for Environment Analysis, Elements of Environment: Internal and External, Societal Environment: Business and Society, Social Responsibility of Business, Political and Government Environment, Demographic Environment, Technological Environment, Economic Environment: Types of Economies, Economic Policies-Industrial policy, Fiscal Policy, Monetary Policy, Privatization and Disinvestment, Demonetization and GST, Its impact of on Economy, Liberalization and Globalization.

WTO and Intellectual Property Rights, Competition Act-2002, Information Technology Act-2000, FEMA-2000, Money and Capital Markets, Introduction to Financial Institutions, Foreign Trade: EPZs, EOUs, TPs and SEZs.

Group-II:

Security Exchange Board of India (SEBI): Objectives, Powers and Functions, Consumer Protection Act, 1986-Rights and Remedies, NGOs: Types and Role In Promoting Consumer Awareness. Legal Environment: Nature of Company, Types of Companies, Formation of Company, Memorandum of Association, Article of Association, Doctrines of Ultra Vires, Meetings, Functioning of Board of Directors, Management Frauds, Winding up, Contract Act: Introduction, Types of Contracts, Essentials of a Valid Contract, Sale of Goods Act: Introduction, Essentials of a Contract of Sale, Principle of Caveat Emptor ISO 9000 and ISO 14000, Global Outsourcing, Public, Private and Co-Operative Sectors of Indian Economy.

Note:

Students will receive an input of minimum 40 (class) contact hours in each paper. In addition, students are also required to undertake a variety of practical assignments and group work under the supervision of the faculty in every paper.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation. Research based methodology, innovative instructional methods, extensive use of technology in the classroom, online modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings, encouraging in the class discussions, and live project-based learning.

Case/Class Discussion Assignments:

Students will work in groups of upto four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem, facing the decision-maker in the case.

Class Participation:

Attendance will be taken in each class. Class participation is scored for each student for each class.

Recommended Texts and Readings: Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Paul, J. (2018). *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4th Edition.
- Cherunilam, F. (2019). *Business Environment*, Himalaya Publishing House, Mumbai.
- Aswathappa, k. (2021). *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 15th Edition.

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MBA (IB) Part-II Sem-III
239-Dissertation-I/MBIM2309T

Maximum Marks: 50

Dissertation-I

The students are required to complete the initial work and create a plan and process for their major project. Under this they would be required to finalise the topic with the help of their allocated supervisor. Further are they would be required to complete the chapter of Introduction and do the necessary Review of Literature. They would also need to find the research gaps and plan their project via appropriate Research Methodology.

This part of the project shall be evaluated by the internal committee of the given functional area as appointed by the head.