

RANI RASHMONI GREEN UNIVERSITY

TARAKESWAR, HOOGHLY



Syllabus of Master of Business Administration (MBA)

Under Choice Based Credit System (CBCS)

Course Duration: 2 years, 4 Semesters

[W.e.f.: 2025-2026]

MBA Programme Outcomes (POs)

PO1: Management Knowledge

Demonstrate comprehensive knowledge and understanding of management theories and practices to solve complex business problems.

PO2: Problem Solving and Critical Thinking

Identify, analyze, and interpret business challenges using appropriate tools and critical thinking techniques to arrive at effective decisions.

PO3: Business Ethics and Values

Apply ethical principles and commit to professional values and responsibilities in the business environment, with sensitivity to societal and environmental issues.

PO4: Leadership and Teamwork

Exhibit leadership qualities, work effectively in teams, and manage organizational goals through strategic collaboration and interpersonal communication.

PO5: Communication Skills

Communicate clearly and effectively in professional settings, both orally and in writing, using appropriate business language and technology.

PO6: Global and Cross-cultural Competency

Understand the global business environment, diversity, and cultural dynamics to make informed international business decisions.

PO7: Entrepreneurial Mindset

Demonstrate the ability to innovate and create sustainable business ventures by applying entrepreneurial knowledge and practices.

PO8: Digital and Analytical Competency

Use information and communication technologies (ICT) and data analytics tools for business decision-making and process optimization.

PO9: Social Responsibility and Sustainability

Recognize the importance of inclusive growth and sustainable development, and contribute meaningfully to community and nation-building through responsible business conduct.

PO10: Lifelong Learning

Engage in continuous learning through research, self-development, and professional advancement to stay relevant in a dynamic business world.

Programme Specific Outcomes (PSOs)

For Human Resource (HR)

PSO1:

Apply principles of HRM to effectively manage talent acquisition, training, compensation, and employee engagement.

PSO2:

Demonstrate the ability to design and implement performance management systems and HR policies aligned with organizational goals.

PSO3:

Use data-driven tools and HR analytics for strategic workforce planning and decision-making.

PSO4:

Interpret and apply labour laws, industrial relations, and ethical practices to manage a diverse workforce in a compliant and responsible manner.

For Finance

PSO1:

Analyze and interpret financial statements and apply financial tools to support investment, financing, and budgeting decisions.

PSO2:

Develop and manage portfolios using knowledge of capital markets, risk management, and valuation techniques.

PSO3:

Understand the regulatory environment and apply principles of corporate finance, taxation, and compliance in real-world scenarios.

PSO4:

Use advanced Excel and financial modeling to assess business feasibility and strategic financial planning.

For Marketing

PSO1:

Design and execute marketing strategies by applying concepts of consumer behavior, segmentation, and positioning.

PSO2:

Develop integrated marketing communication (IMC) plans and digital campaigns aligned with market trends and consumer needs.

PSO3:

Utilize sales analytics, CRM tools, and market research techniques to make data-driven marketing decisions.

PSO4:

Understand brand management, product lifecycle, pricing strategies, and distribution channel optimization for competitive advantage.

Course Structure

Semester	Course Code	Course Title	Full Marks	No. of Lectures (hours)	Credit (Lecture – Tutorial - Practical) (L-T-P)
I	GE-100	Environmental Studies	50	20	4 (1+1+2)
	MBA- 101	Management Process and Organizational Behavior	100	40	2 (1+1+0)
	MBA- 102	Managerial Economics	100	40	2 (1+1+0)
	MBA- 103	Financial Accounting for Managers	100	40	2 (1+1+0)
	MBA- 104	Statistics for Business Decisions	100	40	4 (3+1+0)
	MBA- 105	Business Communication	100	40	4 (3+1+0)
	MBA- 196	Computer Applications in Management	100	40	4 (0+0+4)
	MBA- 107	Indian Ethos and Business Ethics	50	20	2 (2+0+0)
		Total	700		28
II	MBA- 201	Choice Based Credit System (CBCS)	50	20	2 (2+0+0)
	MBA- 202	Financial Management	100	40	4 (3+1+0)
	MBA- 203	Marketing Management	100	40	4 (3+1+0)
	MBA-204	Human Resource Management	100	40	4 (3+1+0)
	MBA- 205	Research Methodology	100	40	4 (3+1+0)
	MBA- 206	Legal and Business Environment	100	40	4 (3+1+0)
	MBA- 207	Operations and SCM	100	40	4 (3+1+0)
	MBA- 208	Management Information System	50	20	2 (2+0+0)
		Total	700		28

III	MBA-301	Choice Based Credit System (CBCS)	50	20	2 (2+0+0)
IV	MBA- 302	Entrepreneurship Development	100	40	4 (3+1+0)
	MBA- 393	Internship Project	100	40	4 (0+0+4)
	MBA- 394	Presentation and Viva-Voce	100	-	4 (0+0+4)
	MBA- 305	Specialization Paper	100	40	4 (3+1+0)
	MBA- 306	Specialization Paper	100	40	4 (3+1+0)
	MBA- 307	Specialization Paper	100	40	4 (3+1+0)
	Total		650		26
IV	MBA- 401	Business Analytics	100	40	4 (3+1+0)
	MBA- 402	Strategic Management	100	40	4 (3+1+0)
	MBA- 403	Specialization Paper	100	40	4 (3+1+0)
	MBA- 404	Specialization Paper	100	40	4 (3+1+0)
	MBA- 405	Specialization Paper	100	40	4 (3+1+0)
	MBA- 496	Business Plan Development and Presentation	100	40	4 (0+0+4)
	MBA- 497	Grand Viva	50	-	2 (0+0+2)
	Total		650		26
		Grand Total	2700		108

Note:

- For third semester, three special papers are to be taken from the area of specialization only.
- For fourth semester, three special papers are to be taken from the area of specialization only.

List of Specializations and Courses for MBA 3rd Semester and MBA 4th Semester

Finance (MBA 3rd Semester)

MBA-305: Financial Markets

MBA-306: Investment Analysis and Portfolio Management

MBA-307: Corporate Tax Planning and Management

Finance (MBA 4th Semester)

MBA-403: International Financial Management

MBA-404: Financial Derivatives and Risk Management

MBA-405: Indian Financial Institutions and Services

Marketing (MBA 3rd Semester)

MBA-305: Consumer Behaviour

MBA-306: Sales and Distribution Management

MBA-307: Digital and Social Media Marketing

Marketing (MBA 4th Semester)

MBA-403: International Marketing

MBA-404: Service Marketing

MBA-405: Brand Management

Human Resource (MBA 3rd Semester)

MBA-305: Industrial Relations

MBA-306: Compensation and Rewards Management

MBA-307: Labour Laws

Human Resource (MBA 4th Semester)

MBA-403: International Human Resource Management

MBA-404: HR Analytics

MBA-405: Leadership and Team Dynamics

Course Structure of MBA 1st Semester

Semester	Course Code	Course Title	Full Marks	No. of Lectures (hours)	Credit (Lecture – Tutorial - Practical) (L- T-P)
I	GE- 100	Environmental Studies	50	20	2 (2+0+0)
	MBA- 101	Management Process and Organizational Behaviour	100	40	4 (3+1+0)
	MBA- 102	Managerial Economics	100	40	4 (3+1+0)
	MBA- 103	Financial Accounting for Managers	100	40	4 (3+1+0)

MBA- 104	Statistics for Business Decisions	100	40	4 (3+1+0)
MBA- 105	Business Communication	100	40	4 (3+1+0)
MBA- 196	Computer Applications in Management	100	40	4 (0+0+4)
MBA- 107	Indian Ethos and Business Ethics	50	20	2 (2+0+0)
	Total	700		28

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: GE- 100

Subject: Environmental Studies

Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Note: This paper is compulsory for all programs offered by the University. The syllabus is common for all students across different programs; therefore, a separate syllabus for the MBA program is not provided.

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 101

Subject: Principles of Management and Organizational Behaviour

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To introduce students to the fundamental principles and functions of management.
2. To equip students with knowledge of managerial decision-making, planning, organizing, and control.
3. To develop understanding of individual and group behavior in organizations.
4. To apply motivation and leadership theories in organizational settings.
5. To analyze organizational dynamics related to culture, conflict, and change.
6. To link theoretical frameworks with practical organizational issues.

Course Contents

Unit I: Fundamentals of Management

L-6 Hr

Concept, nature, scope and importance of management; functions and levels of management; roles of managers (Mintzberg); evolution of management thought—classical, neo-classical and modern approaches; distinction between management and administration.

Unit II: Planning and Decision-Making**L-7Hr**

Definition, nature and importance of planning; types of plans—strategic, tactical and operational; planning process; Management by Objectives (MBO); decision-making process; types and techniques of decision-making; barriers to effective decision-making.

Unit III: Organizing and Controlling**L-7Hr**

Organizational structure—line, functional, matrix, team and project-based structures; delegation of authority and decentralization; formal and informal organizations; coordination; nature and process of control; types and techniques of control systems.

Unit IV: Introduction to Organizational Behavior**L-7Hr**

Nature, scope and importance of Organizational Behavior (OB); models of OB—autocratic, custodial, supportive, collegial, and system model; foundations of individual behavior—personality, perception, learning, and attitude; values and ethical behavior in organizations.

Unit V: Motivation and Leadership**L-7Hr**

Theories of motivation—Maslow, Herzberg, McGregor, McClelland and Vroom; applications of motivation theories; concept and styles of leadership; leadership theories—trait, behavioural, contingency, and transformational; emotional intelligence in leadership.

Unit VI: Group Dynamics and Organizational Change**L-6Hr**

Types of groups; stages of group development; group norms, cohesiveness and performance; organizational conflict—sources, types and resolution; organizational culture and climate; organizational change—forces, resistance and change models (Lewin, Kotter); Organizational Development (OD) interventions.

Suggested Readings

1. Koontz, H. & Weihrich, H., *Essentials of Management*, McGraw Hill Education, 10th Edition, 2015.
2. Robbins, S.P. & Judge, T.A., *Organizational Behavior*, Pearson Education, 18th Edition, 2019.
3. Luthans, F., *Organizational Behavior: An Evidence-Based Approach*, McGraw Hill Education, 13th Edition, 2013.
4. Stoner, J.A.F., Freeman, R.E. & Gilbert, D.R., *Management*, Pearson Education, 6th Edition, 2018.
5. Robbins, S.P. & Coulter, M., *Management*, Pearson Education, 14th Edition, 2018.
6. Prasad, L.M., *Principles and Practice of Management*, Sultan Chand & Sons, 9th Revised Edition, 2020.
7. Newstrom, J.W., *Organizational Behavior: Human Behavior at Work*, McGraw Hill Education, 14th Edition, 2014.
8. Aswathappa, K., *Organizational Behavior*, Himalaya Publishing House, 12th Edition, 2022.
9. McShane, S.L. & Von Glinow, M.A., *Organizational Behavior*, McGraw Hill Education, 9th Edition, 2021.
10. Biswas, Debasish; Roy, Nirmal Chandra; & Chatterjee, Amrira (2022). *Organizational Behaviour*. Crescent Publishing Corporation, New Delhi. ISBN: 978-93-91771-10-2

RANI RASHMONI GREEN UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 102
Subject: Managerial Economics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To develop an understanding of the basic concepts and tools of micro and macroeconomics relevant to managerial decision-making.
2. To apply demand and supply analysis for forecasting and pricing decisions.
3. To understand production and cost analysis for resource allocation.
4. To analyze different market structures and pricing strategies.
5. To examine macroeconomic variables and their impact on business decisions.
6. To equip students with the ability to integrate economic principles into strategic and operational decision-making.

Course Contents

Unit I: Introduction to Managerial Economics **L-6Hr**

Definition, nature and scope of managerial economics; relationship with other disciplines; basic economic problems and role of managerial economics in decision-making; microeconomics vs. macroeconomics; positive vs. normative economics.

Unit II: Demand Analysis and Forecasting **L-7Hr**

Concept of demand; determinants and types of demand; law of demand and elasticity of demand (price, income, cross); measurement and applications of elasticity; demand forecasting – meaning, objectives, methods and significance.

Unit III: Production and Cost Analysis **L-7Hr**

Production function; law of variable proportions; returns to scale; isoquants and least-cost combination of inputs; cost concepts – fixed, variable, average, marginal, opportunity and sunk cost; short-run and long-run cost curves; economies and diseconomies of scale.

Unit IV: Market Structures and Pricing Strategies **L-7Hr**

Features of different market structures – perfect competition, monopoly, monopolistic competition, oligopoly; price and output determination under different market forms; pricing methods – cost-based, demand-based and competition-based pricing; price discrimination.

Unit V: Macro-Economic Environment and Business Decisions **L-7Hr**

National income – concepts and measurement; business cycles – phases and implications; inflation – types, causes and control measures; monetary policy and fiscal policy – tools and impact on business; interest rates and investment decisions.

Unit VI: Recent Trends and Applications in Managerial Economics

L-6Hr

Role of technology and digital economy in managerial decisions; globalization and its impact on managerial economics; behavioural economics – basic concepts and relevance; government policies and business regulations.

Suggested Readings

1. Mehta, P.L., *Managerial Economics – Analysis, Problems and Cases*, Sultan Chand & Sons, 9th Edition, 2020.
2. D. Salvatore, *Managerial Economics in a Global Economy*, Oxford University Press, 8th Edition, 2020.
3. Dominick Salvatore & R. Srivastava, *Managerial Economics: Principles and Worldwide Applications*, Oxford University Press, 2021.
4. Hirschey, M., *Managerial Economics*, Cengage Learning, 13th Edition, 2020.
5. Keat, P.G., Young, P.K.Y. & Banerjee, S., *Managerial Economics: Economic Tools for Today's Decision Makers*, Pearson Education, 7th Edition, 2018.
6. Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, Revised Edition, 2021.
7. Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., 9th Edition, 2022.
8. Truett, D.B. & Truett, L.J., *Managerial Economics: Analysis, Problems, Cases*, Wiley India, 9th Edition, 2016.

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 103

Subject: Financial Accounting for Managers

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of the principles and concepts of financial accounting.
2. To develop the ability to interpret and analyze financial statements.
3. To equip students with the skills to prepare basic financial statements in accordance with accounting standards.
4. To understand accounting for various business transactions including depreciation, inventory, and final accounts.
5. To enable students to apply accounting tools for managerial decision-making.
6. To familiarize students with accounting practices, IFRS, and corporate reporting.

Course Contents

Unit I: Introduction to Financial Accounting

L-5Hr

Meaning, nature and scope of accounting; objectives and functions of financial accounting; users of accounting information; accounting concepts, principles, conventions and standards, Generally

Accepted Accounting Principles (GAAPs); accounting equation; rules of debit and credit; recording transactions; journal, ledger, and trial balance.

Unit II: Final Accounts of Sole Proprietorship L-7Hr

Preparation of Trading Account, Profit & Loss Account, and Balance Sheet; adjustments in final accounts; rectification of errors; distinction between capital and revenue expenditure/income.

Unit III: Depreciation Accounting and Inventory Valuation L-7Hr

Concept and causes of depreciation; methods of depreciation – straight-line and written-down value methods; accounting for depreciation; inventory valuation methods – First In, First Out (FIFO), Last In, First Out (LIFO) and weighted average.

Unit IV: Company Accounts – Issue of Shares and Debentures L-7Hr

Accounting for issue of shares – at par, at premium and at discount; forfeiture and reissue of shares; issue of debentures; redemption of debentures; basic understanding of corporate financial statements.

Unit V: Analysis and Interpretation of Financial Statements L-8Hr

Types of financial statements; comparative and common size statements; ratio analysis – liquidity, profitability, solvency and activity ratios; fund flow and cash flow analysis (elementary level).

Unit VI: Accounting Standards and Emerging Issues L-6Hr

Overview of Indian Accounting Standards (Ind AS); International Financial Reporting Standards (IFRS) – basic concepts and differences with Indian standards; human resource accounting; inflation accounting; corporate governance and reporting practices.

Suggested Readings

1. Maheshwari, S.N. & Maheshwari, S.K., *An Introduction to Accountancy*, Vikas Publishing House, 12th Edition, 2021.
2. Tulsian, P.C., *Financial Accounting*, Pearson Education, 2nd Edition, 2019.
3. Narayanaswamy, R., *Financial Accounting: A Managerial Perspective*, PHI Learning, 6th Edition, 2021.
4. Gupta, R.L. & Radhaswamy, M., *Advanced Accountancy – Vol. I*, Sultan Chand & Sons, Revised Edition, 2022.
5. Ghosh, T.P., *Accounting Standards and Corporate Accounting Practices*, Taxmann Publications, 2020.
6. Bhattacharyya, A.K., *Essentials of Financial Accounting*, PHI Learning, 3rd Edition, 2020.
7. Jain, S.P. & Narang, K.L., *Financial Accounting*, Kalyani Publishers, 20th Edition, 2022.
8. Monga, J.R., *Financial Accounting: Concepts and Applications*, Mayur Paperbacks, Revised Edition, 2021.

RANI RASHMONI GREEN UNIVERSITY
MBA: FIRST SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 104
Subject: Statistics for Business Decisions

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the role and application of statistics in business decision-making.
2. To develop the ability to summarize, interpret, and analyze quantitative data.
3. To gain knowledge of probability theory and its application in decision-making under uncertainty.
4. To apply statistical tools like correlation, regression, and time series analysis in business contexts.
5. To perform hypothesis testing and draw inferences for managerial decisions.
6. To promote critical thinking using data-driven and evidence-based decision-making.

Course Contents

Unit I: Introduction to Statistics and Data Presentation **L-5Hr**

Definition, scope and significance of statistics in business; types and sources of data; levels of measurement; classification and tabulation of data; frequency distribution; graphical representation – bar charts, histograms, pie charts, ogives.

Unit II: Measures of Central Tendency and Dispersion **L-6Hr**

Mean, median, mode – properties and applications; measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation; skewness and kurtosis.

Unit III: Probability and Probability Distributions **L-8Hr**

Basic concepts and rules of probability; conditional probability and Bayes' theorem; discrete and continuous probability distributions – binomial, Poisson, and normal distribution; applications in business decisions.

Unit IV: Correlation and Regression Analysis **L-7Hr**

Correlation – meaning, types, and measurement (Karl Pearson's and Spearman's rank correlation); regression analysis – simple linear regression, regression coefficients, interpretation and applications; multiple regression (basic introduction).

Unit V: Index Numbers and Time Series Analysis **L-6Hr**

Index numbers – meaning, uses, types and methods (Laspeyres, Paasche, Fisher); cost of living index; time series analysis – components and decomposition; trend analysis using moving averages and least squares method; seasonal variations.

Unit VI: Hypothesis Testing and Statistical Inference **L-8Hr**

Concepts of population and sample; null and alternative hypotheses; types of errors; tests of significance – Z-test, t-test, chi-square test and F-test; analysis of variance (ANOVA – one way); p-value and confidence intervals.

Suggested Readings

1. Levin, R.I. & Rubin, D.S., *Statistics for Management*, Pearson Education, 7th Edition, 2018.
2. Gupta, S.P. & Gupta, M.P., *Business Statistics*, Sultan Chand & Sons, 18th Edition, 2021.
3. Sharma, J.K., *Business Statistics*, Vikas Publishing House, 5th Edition, 2020.
4. Berenson, M.L., Levine, D.M. & Szabat, K.A., *Basic Business Statistics: Concepts and Applications*, Pearson Education, 13th Edition, 2021.
5. Anderson, D.R., Sweeney, D.J. & Williams, T.A., *Statistics for Business and Economics*, Cengage Learning, 13th Edition, 2020.
6. Agarwal, B.L., *Basic Statistics*, New Age International Publishers, Revised Edition, 2022.
7. Goon, A.M., Gupta, M.K. & Dasgupta, B., *Fundamentals of Statistics (Vol. 1 & 2)*, World Press, Revised Edition, 2021.
8. Taneja, S. & Taneja, S., *Business Statistics*, Himalaya Publishing House, 6th Edition, 2020.

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 105

Subject: Business Communication

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To equip students with effective written, oral, and non-verbal communication skills for the business environment.
2. To enhance professional presentation, negotiation, and public speaking abilities.
3. To familiarize students with the formats and styles of business correspondence.
4. To develop cross-cultural and technological communication competence.
5. To improve listening and feedback skills in interpersonal and group communication.
6. To prepare students for communication during interviews, meetings, and group discussions.

Course Contents

Unit I: Fundamentals of Business Communication

L-6Hr

Meaning, importance, objectives, and process of communication; types of communication – verbal, non-verbal, written, and oral; barriers to effective communication and ways to overcome them; 7 Cs of effective communication.

Unit II: Oral and Interpersonal Communication

L-7Hr

Principles of effective oral communication; active listening; interpersonal communication skills; communication styles; communication in teams and group discussions; public speaking and presentation skills; emotional intelligence in communication.

Unit III: Written Communication and Business Correspondence

L-7Hr

Principles of business writing; structure and layout of business letters; types of business correspondence – enquiry, order, complaint, sales, circulars, and memos; writing emails, notices, agendas, and minutes of meetings.

Unit IV: Report Writing and Proposals

L-7Hr

Types and structure of business reports; writing formal reports, research reports, and project reports; drafting proposals – format and elements; technical writing.

Unit V: Employment Communication

L-6Hr

Job application letters, résumé and CV writing; cover letters; preparing for interviews – types and techniques; group discussion strategies; communication etiquette during placement and professional interactions.

Unit VI: Contemporary Communication and Technology

L-7Hr

Digital and social media communication; business communication via platforms like Zoom, Teams, and emails; communication ethics and cross-cultural communication in the global business environment; virtual team communication.

Suggested Readings

1. Lesikar, R.V. & Pettit, J.D., *Business Communication: Theory and Application*, Tata McGraw Hill, 12th Edition, 2020.
2. Bovee, C.L. & Thill, J.V., *Business Communication Today*, Pearson Education, 14th Edition, 2022.
3. Krizan, A.C., Merrier, P., Logan, J. & Williams, K., *Business Communication*, Cengage Learning, 9th Edition, 2020.
4. Chaturvedi, P.D. & Chaturvedi, M., *Business Communication: Concepts, Cases and Applications*, Pearson Education, 3rd Edition, 2019.
5. Sehgal, M. & Khetarpal, V., *Business Communication*, Excel Books, Revised Edition, 2021.
6. Kaul, A., *Effective Business Communication*, PHI Learning, 2nd Edition, 2020.
7. Rai, U.S. & Rai, S.M., *Business Communication*, Himalaya Publishing House, 9th Edition, 2021.
8. Sharma, R.C. & Krishna Mohan, *Business Correspondence and Report Writing*, Tata McGraw Hill, 5th Edition, 2020.
9. Biswas, Debasish & Banerjee, Dipa (2021). *Business Communication*. Crescent Publishing Corporation, New Delhi. ISBN: 978-93-87537-86-6

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 196

Subject: Computer Applications in Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. Develop proficiency in essential computer applications to support decision-making, planning, and operational activities in management.
2. Enhance analytical and problem-solving skills through the use of software tools such as MS Excel, MS Word, and MS PowerPoint in business contexts.
3. Apply computer-based solutions for data management, analysis, and presentation in functional areas such as marketing, finance, HR, and operations.
4. Integrate technology with management practices to improve efficiency, communication, and collaboration within organizations.
5. Foster adaptability to emerging digital tools and technologies relevant to strategic and operational management.

Course Contents

Unit I: Introduction to Computer Systems **L-5Hr**

Evolution of Computers; Characteristics and Classification; Generations of Computers; Computer Architecture – Components of Computer Systems (CPU, Input and Output Devices); Computer Memory; Data Representation.

Unit II: Computer Software and Programming Basics **L-5Hr**

Relation Between Hardware and Software; Types of Software – System Software, Application Software; Software Development Life Cycle (SDLC); Introduction to Algorithm; Flowcharts and their Applications.

Unit III: Business Data Processing and File Management **L-6Hr**

Concept of Data Processing; File Management System – File Types, File Organization, File Utilities; Introduction to Database Management System (DBMS); Database Models; Main Components of DBMS; Creating and Using a Database.

Unit IV: Spreadsheet Applications in Business **L-10Hr**

Excel Basics; Formulas and Functions – VLOOKUP, HLOOKUP, INDEX, MATCH, XLOOKUP, FILTER, SORT, SORTBY, IF, IFS, AND, OR, IFERROR; Pivot Tables and GETPIVOTDATA; What-if Analysis – Scenario and Goal Seek.

Unit V: Computer Networks and Internet Technology **L-8Hr**

Need for Computer Communication Networks; Types of Networks (LAN, MAN, WAN); Network Topologies; Network Protocols; OSI and TCP/IP Model; Internet Protocol; World Wide Web; E-mail; Search Engines.

Unit VI: Emerging Trends in IT and Internet Applications **L-6Hr**

The Future of Internet Technology; Cloud Computing; Artificial Intelligence Applications; Cybersecurity Basics; Social Media and E-Business Applications; Digital Transformation in Business.

Suggested Readings

1. Rajaraman, V. (2014). *Fundamentals of Computers* (6th ed.). PHI Learning, New Delhi.
2. White, S. (2010). *Data Communication & Computer Network*. Thomson Learning, Bombay. (Year estimated—verify as needed)
3. Shelly, G.B. (2011). *Business Data Communication*. Thomson Learning, Bombay. (Year estimated—verify as needed)
4. Ram, B. (2012). *Computer Fundamentals*. New Age International, New Delhi. (Estimated year—please confirm)
5. Sinha, P.K., & Sinha, P. (2015). *Computer Fundamentals* (2nd ed.). Kalyani Publishers, New Delhi. (Estimated year)
6. Biswas, D. (2016). *Management Information System: Text and Cases*. Himalaya Publishing House, New Delhi.

RANI RASHMONI GREEN UNIVERSITY

MBA: FIRST SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 107

Subject: Indian Ethos and Business Ethics

Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Course Objectives

1. To provide an understanding of ethical principles and Indian values in business.
2. To integrate Indian philosophical thought with contemporary management practices.
3. To promote responsible business conduct and moral decision-making.

Course Contents

Unit I: Introduction to Indian Ethos in Management

L-6Hr

Definition, need, and purpose of Indian ethos in management; principles of Indian ethos – work ethos, Indian values for the workplace, relevance of Gita, Upanishads, and Vedas in management; concepts of Dharma, Karma, Nishkama Karma, and Yoga in managerial context; Indian models of motivation and leadership.

Unit II: Business Ethics and Corporate Governance

L-7Hr

Meaning and importance of ethics in business; ethical decision-making; theories of ethics – consequentialism, deontology, virtue ethics; role of ethics in corporate governance, Corporate Social Responsibility (CSR), ethical dilemmas in business, whistleblowing, and code of conduct.

Unit III: Application and Contemporary Issues

L-7Hr

Application of Indian ethos and ethics in Human Resource Management (HRM), marketing, finance, and operations; Gandhian philosophy in business; relevance of Indian ethos in globalized world; ethics in digital age and sustainable development; case studies on ethical practices in Indian and international companies.

Suggested Readings

1. Ghosh, B.N., *Business Ethics and Corporate Governance*, McGraw Hill Education, 2019.

2. Velasquez, M.G., *Business Ethics: Concepts and Cases*, Pearson Education, 8th Edition, 2020.
3. Fernando, A.C., *Business Ethics and Corporate Governance*, Pearson Education, 2nd Edition, 2021.
4. Balachandran, S. & Raja, K.C.R., *Ethics, Indian Ethos and Management*, Shroff Publishers, 2019.
5. Chakraborty, S.K., *Foundations of Managerial Work: Contributions from Indian Thought*, Himalaya Publishing, 2018.
6. Tripathi, A.N. & Pathak, C., *Indian Ethos and Values for Management*, Himalaya Publishing House, 2022.
7. Bhatia, S.K., *Business Ethics and Managerial Values*, Deep & Deep Publications, 2020.
8. Treviño, L.K. & Nelson, K.A., *Managing Business Ethics*, Wiley India, 8th Edition, 2021.

Course Structure of MBA 2nd Semester

Semester	Course Code	Course Title	Full Marks	No. of Lectures (hours)	Credit (Lecture – Tutorial - Practical) (L-T- P)
II	MBA- 201	Choice Based Credit System (CBCS)	50	20	2 (2+0+0)
	MBA- 202	Financial Management	100	40	4 (3+1+0)
	MBA- 203	Marketing Management	100	40	4 (3+1+0)
	MBA-204	Human Resource Management	100	40	4 (3+1+0)
	MBA- 205	Research Methodology	100	40	4 (3+1+0)
	MBA- 206	Legal and Business Environment	100	40	4 (3+1+0)
	MBA- 207	Operations and SCM	100	40	4 (3+1+0)
	MBA- 208	Management Information System	50	20	2 (2+0+0)
		Total	700		28

RANI RASHMONI GREEN UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 201
Subject: Choice Based Credit System (CBCS)
Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Note: Students are free to choose this paper from other departments; hence, a separate syllabus for this paper is not provided.

RANI RASHMONI GREEN UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 202
Subject: Financial Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide students with a sound understanding of the fundamental concepts and principles of financial management.
2. To equip students with analytical tools and techniques for financial decision-making.
3. To develop the ability to interpret and analyze financial statements for effective planning and control.
4. To enhance students' understanding of investment decisions, capital budgeting, and risk-return trade-offs.
5. To familiarize students with various sources of finance and optimal capital structure decisions.
6. To build knowledge and skills in working capital management and day-to-day financial operations.

Course Contents

Unit I: Introduction	L-6Hr
Concept of finance – meaning of financial management—functions of financial management and objectives of the firm – organization of the finance functions – financial environment – concepts of time value of money, future value and present value – risk-return relationship.	
Unit II: Cost of Capital	L-6Hr
Need for finance and various sources of finance – concept of cost of capital –relevance of cost of capital – specific or explicit costs – overall cost.	
Unit III: Leverage Analysis	L-6Hr
Meaning of operating and financial leverages – operating leverage and cost- volume-profit analysis – degree of operating and financial leverages – combined leverage – selection of financing alternatives through EBIT-EPS analysis – indifference point.	
Unit IV: Capital Structure Theories and Dividend Policy	L-7Hr
Capital structure and its perimeter – distinction between financial structure and capital structure – classification of capital structure – concept of optimum capital structure – theories of capital structure – capital structure planning – meaning and classifications of dividend – dividend policies – formulating a dividend policy – various dividend theories.	

Unit V: Working Capital Management

L-7Hr

Nature and meaning of working capital – various concepts– determinants of working capital – forecasting working capital requirement for a trading and a manufacturing concern– objectives of inventory management – issues in debtors' management– meaning of cash and motives for holding cash- synchronising cash inflows and outflows in cash management.

Unit VI: Capital Budgeting

L-8Hr

Concept, meaning, and importance of capital budgeting decisions, types of capital budgeting decisions including expansion, replacement, modernization, diversification and mutually exclusive projects, evaluation techniques such as Payback Period, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), merits, limitations, and practical applications.

Suggested Readings

1. Khan, M.Y. & Jain, P.K. (2021). *Financial Management*. Tata McGraw Hill.
2. Pandey, I.M. (2020). *Financial Management*. Vikas Publishing.
3. Van Horne, J.C. (2019). *Financial Management and Policy*. Pearson.
4. Biswas, D. (2014). *Fundamentals of Financial Management*. Abhijeet Publications, New Delhi.
5. Banerjee, B. (2010). *Financial Policy and Management Accounting*. Prentice Hall of India.
6. Van Horne, J.C. & Wachowicz, J.M. (2018). *Fundamentals of Financial Management*. Pearson.
7. Chandra, P. (2021). *Financial Management – Theory and Practice*. Tata McGraw Hill.
8. Hampton, J.J. (2016). *Financial Decision Making*. Prentice Hall of India.

RANI RASHMONI GREEN UNIVERSITY

MBA: SECOND SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 203

Subject: Marketing Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the core concepts, principles, and functions of marketing in contemporary business environments.
2. To analyze market opportunities and develop effective segmentation, targeting, and positioning strategies.
3. To evaluate and design marketing mix strategies to create, communicate, and deliver value to customers.
4. To apply marketing research and data analytics for informed decision-making and strategy formulation.
5. To develop strategic thinking skills to address dynamic market challenges and achieve sustainable competitive advantage.

Course Contents

Unit I: Introduction to Marketing Management	L-6Hr
Nature, Scope and Importance of Marketing; Core Marketing Concepts; Evolution of Marketing Concepts – Production, Product, Selling, Marketing, Societal Marketing; Marketing as a Function in Business; The Marketing Environment – Micro and Macro Environment; Marketing Mix – 4Ps and 7Ps; Contemporary Issues in Marketing – Green Marketing, Digital Marketing, and Relationship Marketing	
Unit II: Understanding Consumer and Business Markets	L-7Hr
Consumer Behaviour – Concept, Importance, and Factors Influencing Consumer Behaviour; Consumer Decision-Making Process; Business Buyer Behaviour – Buying Situations, Participants, and Decision Process; Market Segmentation – Bases and Process; Targeting Strategies; Positioning – Concept, Process, and Differentiation Strategies	
Unit III: Product Management	L-6Hr
Product – Concept, Levels, Product Classification; New Product Development Process; Product Life Cycle Stages and Strategies	
Unit IV: Brand Management	L-5Hr
Branding – Concept, Importance, and Brand Equity; Brand Positioning and Repositioning; Packaging and Labelling Decisions; Product Line and Product Mix Decisions	
Unit V: Pricing and Distribution Decisions	L-8Hr
Pricing – Objectives, Factors Influencing Pricing, Pricing Methods and Strategies; Price Adaptation Strategies; Physical Distribution – Importance, Functions, and Channel Levels; Channel Design Decisions; Channel Conflict and Management; Retailing and Wholesaling; Logistics and Supply Chain Management in Marketing	
Unit VI: Promotion and Marketing Communication	L-8Hr
Integrated Marketing Communication – Concept and Role; Promotion Mix – Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing; Digital and Social Media Marketing Tools; Event Marketing and Sponsorship; Measuring Promotion Effectiveness; Emerging Trends in Marketing Communication	

Suggested Readings

1. Kotler, P., Keller, K.L., Koshy, A., & Jha, M. (2016). *Marketing Management*. 16th Edition, Pearson Education.
2. Kumar, A. & Meenakshi, N. (2018). *Marketing Management*. Vikas Publishing House.
3. Etzel, M.J., Walker, B.J., & Stanton, W.J. (2017). *Fundamentals of Marketing*. McGraw-Hill Education.
4. Ramaswamy, V.S. & Namakumari, S. (2018). *Marketing Management: Global Perspective – Indian Context*. McGraw-Hill Education.

5. Baines, P., Fill, C., & Page, K. (2019). *Essentials of Marketing*. Oxford University Press.
6. Lamb, C.W., Hair, J.F., & McDaniel, C. (2018). *Principles of Marketing*. Cengage Learning.
7. Chaffey, D. & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation and Practice*. Pearson Education.
8. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.

RANI RASHMONI GREEN UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 204
Subject: Human Resource Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide students with a sound understanding of the principles and functions of Human Resource Management (HRM).
2. To enable learners to appreciate the strategic role of HRM in achieving organizational goals.
3. To develop the ability to analyze and implement HR planning, recruitment, selection, and training processes.
4. To acquaint students with performance appraisal systems, compensation management, and employee welfare practices.
5. To explore the role of motivation, leadership, and communication in managing human resources effectively.
6. To familiarize students with current trends in HRM, including HR analytics, employee engagement, and international HRM practices.

Course Contents

Unit I: Introduction to Human Resource Management (HRM) **L-6Hr**

Meaning, nature and scope; Objectives and functions; Evolution and development of HRM; HRM vs Human Resource Development (HRD).

Unit II: Human Resource Planning and Job Analysis **L-6Hr**

Concept and process of HR planning; Demand and supply forecasting; Job analysis – job description and job specification.

Unit III: Recruitment, Selection and Induction **L-6Hr**

Sources and methods of recruitment; Selection process; Types of interviews and tests; Induction and orientation.

Unit IV: Training and Development **L-7Hr**

Training need analysis; Methods of training; Evaluation of training programs; Career planning and development.

Unit V: Performance Appraisal and Compensation Management

L-7Hr

Methods of performance appraisal; 360-degree feedback; Compensation – components and structure; Incentives and benefits.

Unit VI: Recent Trends in HRM

L-8Hr

E-HRM, HR analytics, Employer branding, Work-life balance, Diversity management, Strategic HRM.

Suggested Readings

1. Dessler, G. (2020). *Human Resource Management*. Pearson Education.
2. Mondy, R.W. (2019). *Human Resource Management*. Prentice Hall.
3. Biswas, D. (2013). *The Romance of Human Resource Management*. Himalaya Publishing House, Mumbai.
4. Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
5. Ivancevich, J.M., Konopaske, R., & Matteson, M.T. (2019). *Organizational Behavior and Human Resource Management*. McGraw-Hill Education.
6. Venkata Ratnam, C.S., & Srivastava, B.K. (2012). *Human Resource Management: Text and Cases*. Tata McGraw-Hill.
7. Luthans, F. (2015). *Organizational Behavior: An Evidence-Based Approach*. McGraw-Hill Education.
8. Mathis, R.L., & Jackson, J.H. (2019). *Human Resource Management*. Cengage Learning.
9. Gary, D., & Werther, W.B. (2018). *Human Resources and Personnel Management*. McGraw-Hill Education.

RANI RASHMONI GREEN UNIVERSITY

MBA: SECOND SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 205

Subject: Research Methodology

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To develop a clear understanding of the research process and its relevance in decision-making in management.
2. To equip students with the knowledge of research design, sampling techniques, and data collection methods.
3. To enable learners to apply appropriate statistical tools and techniques for data analysis.
4. To train students in formulating research problems, hypotheses, and using measurement scales.

5. To enhance the ability to interpret research findings and draw meaningful conclusions for business problems.
6. To familiarize students with the preparation of research reports and the ethical considerations in conducting research.

Course Contents

Unit I: Introduction to Research **L-5Hr**

Nature, objectives and significance of research; Types of research; Research process and research design; Research and Publication Ethics; Plagiarism in research.

Unit II: Formulation of Research Problem and Hypothesis **L-6Hr**

Research problem identification and formulation; Review of literature; Research gaps; Types of hypotheses; Characteristics of a good hypothesis.

Unit III: Sampling Design **L-6Hr**

Population and sample; Sampling techniques – probability and non-probability; Sampling errors.

Unit IV: Data Collection and Measurement **L-7Hr**

Primary and secondary data; Methods of data collection; Questionnaire design; Attitude measurement scales – Likert, Semantic Differential, Thurstone scale.

Unit V: Data Analysis and Interpretation **L-10Hr**

Editing, coding, and tabulation; descriptive and inferential statistics; hypothesis testing – parametric and non-parametric tests; parametric tests – t-test, ANOVA, correlation and regression analysis-bivariate, multivariate (fundamental); non-parametric tests – chi-square test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal-Wallis test, Friedman test, and other relevant non-parametric methods.

Unit VI: Report Writing and Research Ethics **L-6Hr**

Components of research report including title, abstract, introduction, literature review, research methodology, data analysis, results, discussion, conclusion, and recommendations; use of tables, figures, and appendices; referencing styles – APA, MLA, Chicago, Harvard, etc.

Suggested Readings

1. Kothari, C.R. (2021). *Research Methodology: Methods and Techniques*. New Age International.
2. Cooper, D.R. & Schindler, P.S. (2020). *Business Research Methods*. McGraw-Hill Education.
3. Biswas, D. & Giri, A. (2019). *Research Methodology for Social Sciences*. Sage Publications, New Delhi.
4. Gujarati, D.N., & Porter, D.C. (2022). *Basic Econometrics*. McGraw-Hill Education.
5. Damodar, N.G. (2021). *Quantitative Techniques for Management*. McGraw-Hill Education.
6. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2021). *Business Research Methods*. Cengage Learning.

7. Sekaran, U., & Bougie, R. (2019). *Research Methods for Business: A Skill-Building Approach*. Wiley.
8. Malhotra, N.K. (2020). *Marketing Research: An Applied Orientation*. Pearson Education.
9. Levin, R.I., & Rubin, D.S. (2018). *Statistics for Management*. Pearson Education.

RANI RASHMONI GREEN UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 206
Subject: Legal and Business Environment
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide students with a comprehensive understanding of the legal framework governing business operations in India.
2. To familiarize learners with important business laws, including the Indian Contract Act, Companies Act, and Consumer Protection Act.
3. To enable students to understand the regulatory environment affecting business decisions and corporate governance.
4. To introduce the legal implications of emerging areas such as cyber laws, environmental laws, and intellectual property rights.
5. To develop an understanding of macroeconomic policies and their impact on the business environment.
6. To enhance the ability of students to assess legal and environmental risks in business strategies and operations.

Course Contents

Unit I: Introduction to Business Environment **L-5Hr**

Meaning and significance; Internal and external environment; Environmental scanning and analysis; Globalization and its impact.

Unit II: Economic Environment **L-6Hr**

Economic systems; Economic planning in India; Monetary and fiscal policy; Role of government in business.

Unit III: Legal Environment of Business **L-8Hr**

Contract Act, 1872 – Essentials and types of contracts; Companies Act, 2013 – Incorporation, MOA, AOA, directors and meetings.

Unit IV: Industrial and Labour Laws **L-7Hr**

Factories Act, 1948; Industrial Disputes Act, 1947; Payment of Wages Act, 1936; Minimum Wages Act, 1948.

Unit V: Consumer and Environmental Protection Laws **L-7Hr**

Consumer Protection Act, 2019; Competition Act, 2002; Environmental Protection Act, 1986.

Unit VI: Contemporary Legal and Policy Issues **L-7Hr**

IPR laws; Corporate governance; FEMA; Digital laws; Business ethics and CSR regulations.

Suggested Readings

1. Kapoor, N.D. (2021). *Elements of Mercantile Law*. Sultan Chand & Sons.
2. Pathak, A. (2020). *Legal Aspects of Business*. McGraw-Hill Education.
3. Tulsian, P.C. (2019). *Business and Corporate Laws*. McGraw-Hill.
4. Kuchhal, M.C. (2020). *Business Law*. Vikas Publishing House.
5. Singh, Avtar (2019). *Company Law*. Eastern Book Company.
6. Sharma, J.P. (2021). *Mercantile Law*. Ane Books Pvt. Ltd.
7. Maheshwari, S.N., & Maheshwari, S.K. (2018). *Business Law for Management*. Himalaya Publishing House.
8. Aggarwal, V.K. (2020). *Business Law*. Galgotia Publishing.

RANI RASHMONI GREEN UNIVERSITY

MBA: SECOND SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 207

Subject: Operations and Supply Chain Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the principles, functions, and scope of operations and supply chain management in business.
2. To analyze processes, workflows, and resource utilization for enhancing operational efficiency.
3. To evaluate strategies for sourcing, production, inventory, logistics, and distribution in a global context.
4. To apply quantitative and qualitative tools for solving operations and supply chain problems.
5. To develop skills for integrating technology, sustainability, and innovation into supply chain strategies.

Course Contents

Unit I: Introduction to Operations and Supply Chain Management **L-5Hr**

Nature, Scope, and Importance of Operations Management; Evolution of Operations; Relationship between Operations and Other Business Functions; Introduction to Supply Chain Management (SCM) – Concept, Scope, and Objectives; Key Drivers of Supply Chain Performance; Global Trends in Operations and SCM

Unit II: Operations Strategy and Process Design **L-7Hr**

Operations Strategy – Concept, Competitive Dimensions, Strategic Fit; Process Design – Types of Production Processes (Job Shop, Batch, Assembly Line, Continuous Flow); Process Mapping and Analysis; Facility Location – Factors, Methods, and Strategies; Facility Layout – Types and Selection Criteria; Service Operations Design

Unit III: Capacity, Forecasting, and Production Planning **L-8Hr**

Capacity Planning – Concepts, Measures, and Strategies; Demand Forecasting – Qualitative and Quantitative Methods; Aggregate Planning – Strategies, Techniques, and Challenges; Master Production Scheduling (MPS); Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP)

Unit IV: Inventory, Purchasing, and Logistics Management **L-8Hr**

Inventory Management – Types of Inventory, Inventory Costs, EOQ Models, ABC and VED Analysis; Purchasing and Supplier Management – Vendor Selection and Evaluation; Logistics Management – Role, Functions, and Importance; Warehousing Decisions; Transportation Modes and Cost Considerations; Reverse Logistics

Unit V: Supply Chain Coordination, Quality, and Emerging Trends **L-6Hr**

Supply Chain Coordination and Collaboration; Bullwhip Effect – Causes and Remedies; Lean Systems and Just-In-Time (JIT); Total Quality Management (TQM) and Six Sigma in SCM; Sustainable and Green Supply Chains; Role of Technology – IoT, AI, Blockchain in SCM; Current Challenges and Future Trends in Operations and Supply Chain

Unit VI: Project Management and Global Supply Chain Risk Management **L-6Hr**

Introduction to Project Management – Concepts, Scope, and Importance; Project Life Cycle; Project Selection and Evaluation; Project Planning Tools – Gantt Charts, PERT, and CPM; Resource Allocation; Project Risk Management; Project Monitoring and Control; Closing Projects and Post-Implementation Review. Global Supply Chain Strategy – Design and Management; International Sourcing and Outsourcing; Cross-Border Logistics; Managing Supply Chain Risks – Types, Assessment, and Mitigation Strategies; Supply Chain Resilience; Impact of Geopolitical Issues, Trade Policies, and Pandemics on Global Supply Chains; Future Outlook for Global SCM

Suggested Readings

1. Chopra, S. & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson Education.
2. Heizer, J., Render, B., & Munson, C. (2020). *Operations Management: Sustainability and Supply Chain Management*. Pearson Education.
3. Krajewski, L.J., Ritzman, L.P., & Malhotra, M.K. (2019). *Operations Management: Processes and Supply Chains*. Pearson Education.
4. Stevenson, W.J. (2020). *Operations Management*. McGraw-Hill Education.
5. Russell, R.S. & Taylor, B.W. (2019). *Operations and Supply Chain Management*. Wiley.

6. Waters, D. (2019). *Supply Chain Management: An Introduction to Logistics*. Palgrave Macmillan.
7. Christopher, M. (2016). *Logistics and Supply Chain Management*. Pearson Education.
8. Mentzer, J.T. (2004). *Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage*. Sage Publications.
9. Biswas, D., Roy, N.C. & Dey, C. (2024). *Production and Operations Management*. Himalaya Publishing House, Mumbai.

RANI RASHMONI GREEN UNIVERSITY
MBA: SECOND SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 208
Subject: Management Information System
Full Marks: 100
No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the concepts, components, and types of management information systems and their role in organizations.
2. To analyze how information systems support decision-making, problem-solving, and competitive advantage.
3. To evaluate the integration of hardware, software, networks, and databases in business processes.
4. To apply information system tools and techniques for efficient data management and reporting.
5. To develop skills for addressing ethical, security, and privacy issues in information system usage.

Course Contents

Unit I: Introduction to Management Information Systems (MIS)

L-5Hr

Concept, nature, scope, and importance of MIS; role of MIS in decision-making; evolution of information systems in business; types of information systems – Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS), Executive Support System (ESS); strategic role of information systems; information systems and competitive advantage.

Unit II: Information Systems and Business Processes

L-6Hr

Business processes and their relationship with information systems; cross-functional systems; process reengineering; enterprise systems – Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM); benefits and challenges of integrating business processes with information systems; case studies of MIS in business process improvement.

Unit III: Information Systems Infrastructure

L-6Hr

Hardware components – input, output, storage devices; software – system software, application software; database concepts – models, design, and management; networking and telecommunications

- Local Area Network (LAN), Wide Area Network (WAN), Internet, Intranet, Extranet; cloud computing – concepts, deployment models, and service models (IaaS, PaaS, SaaS).

Unit IV: Decision Support, Business Intelligence, and Analytics

L-8Hr

Decision-making process and types of decisions; Decision Support Systems – components and applications; Executive Information Systems; business intelligence – concepts, tools, and techniques; data warehousing and data mining; artificial intelligence and expert systems; big data analytics in decision-making.

Unit V: E-Business, Digital Transformation, and Security

L-8Hr

E-Business models and applications; e-commerce infrastructure; electronic payment systems; mobile commerce; digital platforms and ecosystems; social media in business; digital transformation strategies; information security – threats, vulnerabilities, attacks, and security measures (cryptography, firewalls, intrusion detection systems); cybersecurity frameworks; ethical issues, privacy concerns, intellectual property rights, IT laws and regulations in India (IT Act, 2000 and amendments).

Unit VI: Emerging Trends in Information Systems

L-7Hr

Artificial intelligence, machine learning, and automation in MIS; Internet of Things (IoT) applications; blockchain technology in business; virtual reality (VR) and augmented reality (AR) in enterprise applications; edge computing; sustainable and green IT; future challenges and opportunities in MIS.

Suggested Readings

1. Laudon, K.C. & Laudon, J.P. (2022). *Management Information Systems: Managing the Digital Firm*. Pearson Education.
2. O'Brien, J.A. & Marakas, G.M. (2017). *Management Information Systems*. McGraw-Hill Education.
3. Stair, R. & Reynolds, G. (2020). *Principles of Information Systems*. Cengage Learning.
4. Turban, E., Pollard, C., & Wood, G. (2018). *Information Technology for Management: On-Demand Strategies for Performance, Growth, and Sustainability*. Wiley.
5. Jawadekar, W.S. (2013). *Management Information Systems: Text and Cases*. McGraw-Hill Education.
6. Rainer, R.K. & Prince, B. (2019). *Introduction to Information Systems: Enabling and Transforming Business*. Wiley.
7. Chaffey, D. (2019). *Digital Business and E-Commerce Management*. Pearson Education.
8. Biswas, D. & Moitr, D. (2016). *Management Information System*. Himalaya Publishing House, Mumbai. (ISBN 978-93-5262-012-8).

Course Structure of MBA 3rd Semester

III	MBA-301	CBCS	50	20	2 (2+0+0)
	MBA- 302	Entrepreneurship Development	100	40	4 (3+1+0)
	MBA- 393	Internship Project	100	40	4 (0+0+4)
	MBA- 394	Presentation and Viva-Voce	100	-	4 (0+0+4)
	MBA- 305	Specialization Paper	100	40	4 (3+1+0)
	MBA- 306	Specialization Paper	100	40	4 (3+1+0)
	MBA- 307	Specialization Paper	100	40	4 (3+1+0)
	Total		650		26

RANI RASHMONI GREEN UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 301
Subject: Choice Based Credit System (CBCS)
Full Marks: 50 No. of Classes: 20 Hours 2 Credits

Note: Students are free to choose this paper from other departments; hence, a separate syllabus for this paper is not provided.

RANI RASHMONI GREEN UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 302
Subject: Entrepreneurship Development
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of the concept, nature, and scope of entrepreneurship.
2. To develop knowledge about the entrepreneurial ecosystem, start-up culture, and innovation.
3. To equip students with the skills to prepare business plans and undertake feasibility studies.
4. To familiarize students with various sources of finance and legal formalities for establishing enterprises.
5. To expose learners to the institutional and financial support systems available for entrepreneurs in India.
6. To understand the relevance and development of women, social, and rural entrepreneurship.
7. To inculcate an entrepreneurial mind-set and ethical behavior in managing entrepreneurial ventures.

Course Contents

Unit I: Conceptual Framework of Entrepreneurship L-6Hr

Entrepreneurship: Meaning, definition, nature, and scope; Importance of entrepreneurship in economic development; Evolution of entrepreneurship in India; Entrepreneur vs. Manager vs. Intrapreneur; Traits, types and competencies of successful entrepreneurs; Theories of entrepreneurship – economic, sociological, and psychological perspectives; Entrepreneurial motivation and development.

Unit II: Entrepreneurial Ecosystem and Start-up Culture L-6Hr

Entrepreneurial process: From idea generation to execution; Opportunity identification and evaluation; Start-up ecosystem in India – role of incubators, accelerators, and angel investors; Factors influencing entrepreneurial decisions; Start-up India initiative, Make in India, Atmanirbhar Bharat Abhiyan – relevance and scope; Challenges faced by new ventures and start-ups in the Indian context.

Unit III: Business Planning and Resource Mobilization L-7Hr

Business plan: Need, components and structure; Feasibility study – technical, market, financial and operational; Financial planning – estimation of capital requirements, sources of finance (equity, debt, venture capital, crowd funding); Working capital and break-even analysis; Marketing plan and operational strategy; Legal requirements for starting a business – registrations, licenses, intellectual property rights, and tax compliance.

Unit IV: Institutional and Financial Support System L-7Hr

Role of various institutions in entrepreneurship development – MSME, SIDBI, NABARD, NSIC, DICs, KVIC, NIESBUD, IIE, TCOs; Role of banks and financial institutions in promoting entrepreneurs; Entrepreneurship Development Programmes (EDPs) – objectives, phases, and evaluation; Government schemes and policy support for MSMEs and start-ups; Role of entrepreneurship in employment generation and regional development.

Unit V: Women, Social and Rural Entrepreneurship L-7Hr

Women entrepreneurship – growth, challenges and support mechanisms; Role of SHGs and microfinance; Social entrepreneurship – meaning, relevance and models; Rural entrepreneurship – features, problems and prospects; Sustainable and inclusive entrepreneurship; Cases of successful women and social entrepreneurs in India; Role of NGOs and social incubators in rural upliftment through entrepreneurship.

Unit VI: Innovation, Technology and Contemporary Issues in Entrepreneurship L-7Hr

Innovation and creativity in entrepreneurship; Design thinking and lean start-up methodology; Role of technology in venture creation – digital tools, e-commerce, mobile platforms; Green and eco-entrepreneurship; Family business and succession planning; Emerging areas – agripreneurship, technopreneurship, edupreneurship; Entrepreneurial ethics and social responsibility.

Suggested Readings

1. Biswas, Debasish & Dey, Chanchal (2021). *Entrepreneurship Development in India*. Routledge, New York.
2. Hisrich, Robert D., Peters, Michael P., & Shepherd, Dean A. (2017). *Entrepreneurship*. McGraw-Hill Education.
3. Kuratko, Donald F. & Hodgetts, Richard M. (2016). *Entrepreneurship: Theory, Process, and Practice*. Cengage Learning.
4. Desai, Vasant (2014). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House.
5. Khanka, S.S. (2012). *Entrepreneurial Development*. S. Chand & Company.
6. Taneja, Satish & Gupta, S.L. (2011). *Entrepreneurship Development*. Galgotia Publishing.
7. Drucker, Peter F. (2006). *Innovation and Entrepreneurship*. Harper Business.
8. Dollinger, Marc J. (2008). *Entrepreneurship: Strategies and Resources*. Pearson Education.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 393

Subject: Internship Project

Full Marks: 100 4 Credits

Course Objectives

1. To enhance and improve the skill set and knowledge of management students.
2. To boost students' performance and help them achieve their career objectives.
3. To provide the best way for students to gain mastery in their field of study.
4. To build confidence among students through practical learning.
5. To equip students with the latest techniques, skills, and methodologies.
6. To develop a strong foundation for long-term career growth.
7. To transform students into professionals in their specialized area by the end of the training.

Note:

‘Summer Internship Project’ will be of 6-weeks duration and the period to be decided by the Department, preferably during the months of April every year. Students are supposed to prepare a project report and the project topic will be decided mutually between students and industry concerned and the project will be monitored by the internal faculty members. The project report will be evaluated by the internal and external examiners. The students need to submit two hard copies of the report.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 394

Subject: Presentation and Viva-Voce

Full Marks: 100 4 Credits

Course Objective

1. The main objective of the project presentation and viva is to evaluate the training performance of the students.
2. It helps to assess whether the students have gained practical knowledge from the training they have undergone.
3. Students are required to present a report before the examiners.
4. The presentation and viva serve as a tool for evaluation of both theoretical understanding and practical exposure.

Note: Students are supposed to present their project report (through Power Point) before the internal and external examiners followed by viva-voce.

List of Course in Finance Specializations for MBA 3rd Semester

Finance

MBA-305F: Financial Markets

MBA-306F: Investment Analysis and Portfolio Management

MBA-307F: Corporate Tax Planning and Management

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 305F

Subject: Financial Markets

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. Provide an understanding of the structure, functions, and evolution of the global and Indian financial system.
2. Familiarize students with the money market and debt market, their instruments, participants, and recent developments.
3. Develop knowledge of the capital market in India, including regulatory frameworks, reforms, and the role of various intermediaries.
4. Explain the process and mechanisms of primary capital market operations, such as IPOs, rights issues, book building, and regulatory guidelines.
5. Introduce students to secondary capital market operations, including stock exchanges, trading, settlement, dematerialization, and indices.
6. Provide insights into the foreign exchange market, covering its structure, participants, exchange rate systems, risk management, and hedging techniques.
7. Enable students to analyze emerging trends and challenges in global and Indian financial markets for informed decision-making.

Course Contents

Unit I: Global Economy and the Financial System L-4Hr

Introduction-Channels of Savings and Investment-Functions Performed by Global Financial System - Types of Financial Markets in the Global Financial System- Evolution of Indian Financial System.

Unit II: Money Market and Debt Market- An Overview L-9Hr

Evolution, Characteristics, Money Market and Economy; Relationship between Banks and the Money Market; Features of a Developed Money Market-Importance of Money market- Money Market Participants -Defects of Money Market - Recent Developments - Leading Money Market Centres in the world. Call Money Market -Treasury Bills Market –Commercial Paper Market - Certificates of Deposit Market - Commercial Bills Market -Repo Market -Inter-Bank Market - Discount Market Nature and Organisation of the Government Securities Market- Ownership and Maturity Pattern - Prices and Yields –Private Corporate Debt Market - Public Sector Undertaking Bond Market.

Unit III: An Overview of Capital Market and Market Intermediaries L-7Hr

Introduction- market regulations governing capital markets in India- money market and capital market-primary and secondary markets-capital market reforms in India.

Introduction- role and functions of Intermediaries: Merchant Bankers; Stock Brokers; Sub-Brokers; Syndicate Members; Underwriters; Bankers to an Issue; Registrars; Portfolio Managers; Depositories; Depository Participants; clearing corporation/house; FPIs; Registrar and Transfer Agent; Custodians; Credit Rating Agencies; Investment Adviser.

Unit IV: Primary Capital Market Operations L-6Hr

Introduction-issue of securities: public issues (IPOs & FPOs, fresh issue of securities & offer for sale), rights issue, bonus issue, private placement (preferential allotment, qualified institutional placement & institutional placement programme), ADRs, GDRs, IDRs -categories of investors: retail individual investors (RIIs), non-institutional investors (NIIs), and qualified institutional buyers (QIBs) including anchor investors -public issue mechanism: fixed price, book building and pure auction mechanism-book building mechanism: book-building process and role of various intermediaries including merchant bankers, deciding upon the price band, determining cut-off price, red herring prospectus, allotment process through 100 per cent book-building process, application supported by blocked amount (ASBA) procedure -IPO grading process in India-green shoe option operation in public issues -SEBI (ICDR) Regulations, 2018-recent trends in Indian primary capital market.

Unit V: Secondary Capital Market Operations L-6Hr

Introduction-an overview of leading stock exchanges: NSE, BSE and Other Stock Exchanges, SME exchanges- listing of securities at the stock exchanges and SEBI (LODR) Regulations, 2015-demat account and freezing of demat account -de-materialization and re-materialization process of securities -stock exchange online trading through depository system-trading and settlement of securities under the depository system: off-market transaction, settlement of market transaction, and transmission of securities-rolling settlement cycles- basics of stock market indices: S&P BSE Sensex 30, S&P CNX Nifty -Recent trends in Indian stock markets.

Unit VI: Foreign Exchange Market **L-8Hr**

Nature and structure of the foreign exchange market, participants and their roles, exchange rate determination and quotations, spot and forward markets, factors affecting foreign exchange rates, currency convertibility, arbitrage and speculation, exchange rate systems, risk in foreign exchange transactions, and hedging techniques using forwards, futures, options, and swaps.

Suggested Readings

1. Saha, S.S. (2020). *Indian Financial System*. McGraw-Hill Education (India) Pvt. Ltd., 2nd ed., New Delhi.
2. Saha, S.S. (2014). *Merchant Banking and Financial Services*. Scholar's Press, Germany.
3. Saha, S.S. (2016). *Capital Markets and Securities Laws*. Taxmann Publications Pvt. Ltd., 2nd ed., New Delhi.
4. Bhole, L.M. (2017). *Financial Institutions and Markets: Structure, Growth & Innovations*. McGraw-Hill Education, New Delhi.
5. Avadhani, V.A. (1992). *Investment and Securities Markets in India: Investment Management*. Himalaya Publishing House, New Delhi.
6. Pathak, B.V. (2018). *The Indian Financial System: Markets, Institutions and Services*. Pearson Education, 5th ed., New Delhi.
7. Khan, M.Y. (2021). *Indian Financial System*. McGraw-Hill Education, 11th ed., New Delhi.
8. Gurusamy, S. (2017). *Indian Financial System*. McGraw-Hill Education, 5th ed., New Delhi.
9. Mishkin, F.S., & Eakins, S.G. (2018). *Financial Markets and Institutions*. Pearson Education, 9th ed., New Delhi.
10. Fabozzi, F.J., Modigliani, F., Jones, F.J., & Ferri, M.G. (2014). *Foundations of Financial Markets and Institutions*. Pearson Education, 4th ed., New Delhi.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 306F

Subject: Investment Analysis and Portfolio Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To develop an understanding of the investment environment and the fundamental principles of security analysis.
2. To impart knowledge on techniques of portfolio construction and performance evaluation.
3. To analyze risk-return trade-off and diversification strategies.
4. To understand various asset pricing models and investment strategies.

Course Contents**Unit I: Introduction to Investment** **L-4Hr**

Importance and Objectives of Investment; Types of Investment; Steps in Investment Decisions; Important Facets of Investment Analysis – Market, Technical, Financial, Economic, and Ecological.

Unit II: Techniques of Financial Evaluation **L-8Hr**

Estimation of Costs and Benefits; Concepts of Time Value of Money; Non-Discounted and Discounted Cash Flow Techniques; NPV vs. IRR; Investment Decision under Capital Rationing.

Unit III: Risk and Sensitivity Analysis in Investment Decisions

L-5Hr

Concepts and Importance of Risk Analysis; Techniques and Applications of Risk Analysis; Sensitivity Analysis – Concepts and Applications.

Unit IV: Portfolio Analysis and Selection

L-9Hr

Concept and Estimation of Risk and Return of Individual Securities; Relationship between Risk and Return; Types of Security Risk – Systematic vs. Unsystematic; Portfolio Concept and Diversification; Portfolio Management Process; Diversification Strategies and Implications; Portfolio Risk and Return; Markowitz Risk-Return Optimization Principle; Markowitz Mean-Variance Efficient Frontier and Optimal Portfolio; Risk-Free Security in Portfolio; Market Portfolio and Capital Market Line (CML).

Unit V: Capital Market Theories

L-7Hr

Capital Asset Pricing Model (CAPM) – Features and Assumptions; Estimation and Significance of Beta Coefficient; Single Index Market Model for Portfolio Construction; Security Market Line (SML); Criticisms of CAPM; Arbitrage Pricing Theory (APT).

Unit VI: Portfolio Evaluation and Revision

L-7Hr

Portfolio Performance Measures; Portfolio Revision; Portfolio Insurance; Mechanics of International Diversification.

Suggested Readings

1. Chandra, P. (2021). *Investment Analysis and Portfolio Management*. Tata McGraw-Hill.
2. Fischer, D. E., & Jordan, R. J. (2020). *Security Analysis and Portfolio Management*. Pearson Education.
3. Reilly, F. K., & Brown, K. C. (2020). *Investment Analysis and Portfolio Management*. Cengage Learning.
4. Kevin, S. (2021). *Security Analysis and Portfolio Management*. PHI Learning.
5. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (2022). *Investments*. Prentice Hall.
6. Clark, James Francis. (2019). *Investment Analysis and Management*. McGraw-Hill.
7. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2018). *Modern Portfolio Theory and Investment Analysis*. John Wiley & Sons.
8. Fischer, D. E., & Jordan, R. J. (2017). *Security Analysis and Portfolio Management*. Prentice Hall.
9. Reilly, F. K., & Brown, K. C. (2018). *Investment Analysis and Portfolio Management*. South-Western, Cengage Learning.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 307F

Subject: Corporate Tax Planning and Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide knowledge about corporate taxation laws and planning strategies in India.
2. To understand tax implications in various managerial decisions and financial transactions.
3. To develop competence in planning tax liability and ensuring tax compliance.
4. To familiarize students with the legal provisions, case laws, and tools used for tax management.

Course Contents

Unit I: Introduction to Corporate Taxation

L-4Hr

Overview of direct tax structure in India; Residential status and incidence of tax; Basic concepts under the Income Tax Act, 1961; Corporate tax planning vs tax evasion and tax avoidance; Tax compliance and management.

Unit II: Computation of Income and Tax Liability of Companies

L-9Hr

Heads of income applicable to companies; Deductions and exemptions available; Computation of total income and taxable income; Minimum Alternate Tax (MAT); Dividend Distribution Tax (DDT); Taxation of foreign companies.

Unit III: Tax Planning for Business Decisions

L-7Hr

Tax planning for setting up new business—location and nature; Tax planning with respect to capital structure, lease vs buy decisions, and mergers & acquisitions; Tax implications of business restructuring.

Unit IV: Tax Planning for Managerial Decisions

L-6Hr

Tax planning with respect to employee remuneration, retirement benefits, and fringe benefits; Tax provisions relating to business expenditure; Clubbing and set-off of losses; Depreciation planning.

Unit V: Tax Incentives and Deductions

L-6Hr

Incentives for SEZs, infrastructure development, and start-ups; Deductions under Sections 35, 80G, 80IA, etc.; Tax holiday provisions; Tax benefits to charitable trusts and institutions.

Unit VI: Tax Procedures and Compliance

L-8Hr

Filing of return of income; Advance tax; Tax deduction and collection at source (TDS/TCS); Interest and penalties; Assessment procedures; Appeals and revision; E-filing and recent amendments.

Suggested Readings

1. Singhania, V. K., & Singhania, K. (2022). *Direct Taxes Law & Practice*. Taxmann Publications.
2. Ahuja, G., & Gupta, R. (2021). *Direct Taxes Ready Reckoner*. Bharat Law House.

3. Mehrotra, H. C. (2020). *Income Tax Law & Practice*. Sahitya Bhawan.
4. Pagare, D. (2021). *Law and Practice of Income Tax*. Sultan Chand & Sons.
5. Srinivas, E. A. (2022). *Corporate Tax Planning and Management*. Tata McGraw-Hill.

List of Course in Marketing Specializations for MBA 3rd Semester

Marketing

MBA-305M: Consumer Behaviour

MBA-306M: Sales and Distribution Management

MBA-307M: Digital and Social Media Marketing

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 305

Subject: Consumer Behaviour

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the fundamental concepts, theories, and models that explain consumer decision-making processes.
2. To analyze the psychological, social, cultural, and personal factors influencing consumer attitudes and purchase behavior.
3. To evaluate how marketing strategies can shape and respond to consumer needs, wants, and preferences.
4. To apply consumer behavior insights to design effective marketing campaigns and enhance customer engagement.
5. To develop critical thinking and analytical skills to interpret consumer research and predict market trends.

Course Contents

Unit I: Introduction to Consumer Behaviour

L-4Hr

Nature, Scope, and Importance of Consumer Behaviour; Evolution of the Discipline; Relationship between Consumer Behaviour and Marketing Strategy; Consumer Behaviour in the Indian Context; Consumerism and Consumer Rights.

Unit II: Consumer Decision-Making Process

L-7Hr

Stages in Consumer Decision-Making – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post-Purchase Behaviour; Types of Consumer Decisions – Routine,

Limited, and Extensive; Models of Consumer Decision-Making – Economic, Psychological, and Sociological Models.

Unit III: Individual Determinants of Consumer Behaviour

L-8Hr

Motivation – Theories and Marketing Implications; Personality and Self-Concept; Perception – Process and Applications; Learning Theories – Classical Conditioning, Operant Conditioning, Cognitive Learning; Attitudes – Formation, Change, and Measurement.

Unit IV: Social, Cultural, and Communication Influences

L-8Hr

Group Dynamics – Types of Groups, Reference Groups, Opinion Leaders; Family Decision-Making; Social Class and its Influence; Culture, Subculture, and Cross-Cultural Consumer Behaviour; Diffusion of Innovations; Role of Communication in Consumer Behaviour – Source, Message, and Media Effects; Consumer Involvement and Message Processing; Persuasion and Message Framing; Impact of Social Media on Consumer Decision-Making.

Unit V: Consumer Research

L-6Hr

Importance and Scope of Consumer Research; Qualitative and Quantitative Research in Consumer Behaviour; Consumer Panels; Observational Methods; Consumer Satisfaction Measurement; Ethical Issues in Consumer Research.

Unit VI: Emerging Trends in Consumer Behaviour

L-7Hr

Digital Consumers and Online Buying Behaviour; Mobile Commerce; Impact of AI and Personalization on Consumption; Sustainable and Ethical Consumption; Neuroscience and Consumer Behaviour; Consumer Behaviour during Crisis Situations.

Suggested Readings

1. Schiffman, L.G., & Wisenblit, J. (2019). *Consumer Behavior*. Pearson Education.
2. Solomon, M.R. (2020). *Consumer Behavior: Buying, Having, and Being*. Pearson Education.
3. Loudon, D.L., & Della Bitta, A.J. (2010). *Consumer Behavior*. McGraw-Hill Education.
4. Kumar, A. (2017). *Consumer Behaviour: Insights from Indian Market*. PHI Learning.
5. Hawkins, D.I., & Mothersbaugh, D.L. (2018). *Consumer Behavior: Building Marketing Strategy*. McGraw-Hill Education.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 306M

Subject: Sales and Distribution Management

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of the nature, scope, and significance of sales and distribution management within the broader marketing and supply chain context.

2. To equip students with skills to develop effective sales plans, including forecasting, budgeting, and territory management.
3. To enable students to manage and motivate a sales force effectively through recruitment, training, performance evaluation, and ethical practices.
4. To develop students' proficiency in personal selling techniques, relationship management, negotiation, and customer retention strategies.
5. To understand the design, management, and evaluation of distribution channels and how to resolve conflicts and motivate channel partners.
6. To familiarize students with logistics, inventory, transportation, and technological applications that support efficient distribution and supply chain operations.
7. To explore contemporary trends such as e-commerce, omni-channel distribution, CRM, sales automation, and analytics that influence modern sales and distribution practices.

Course Contents

Unit I: Introduction to Sales and Distribution Management **L-4Hr**

Nature, scope, and importance; Difference between marketing, sales, and distribution; Evolution of sales management; Role of sales and distribution in the supply chain; Emerging trends in sales and distribution.

Unit II: Sales Planning and Forecasting **L-6Hr**

Sales objectives and goals; Sales forecasting methods – qualitative and quantitative; Sales budgeting; Sales territories and quota setting; Territory design and coverage strategies.

Unit III: Managing the Sales Force **L-8Hr**

Recruitment and selection of sales personnel; Training and development; Motivation and compensation plans; Sales force performance evaluation; Ethical and legal issues in sales.

Unit IV: Personal Selling and Relationship Management **L-7Hr**

Steps in personal selling process; Selling skills and techniques; Negotiation and objection handling; Relationship selling; Key account management; Customer retention strategies.

Unit V: Distribution Channel and Logistics Management **L-9Hr**

Functions and types of channels; Channel structure and design; Channel member selection and evaluation; Managing channel conflict; Channel motivation and support; Retailing and wholesaling decisions; Physical distribution; Inventory and warehousing decisions; Transportation and logistics cost management; Reverse logistics; E-distribution models.

Unit VI: Contemporary Issues in Sales and Distribution **L-6Hr**

Impact of e-commerce and digital platforms; Omni-channel distribution; CRM in sales and distribution; Sales automation tools; Role of technology and analytics in sales forecasting and channel performance.

Suggested Readings

1. Still, R.R., Cundiff, E.W., & Govoni, N.A.P. (1988). *Sales Management: Decisions, Strategies, and Cases* (5th ed.). Pearson Education.
2. Panda, T.K., & Sahadev, S. (2005). *Sales and Distribution Management*. Oxford University Press.
3. Futrell, C. (2020). *Sales Management: Teamwork, Leadership, and Technology*. Cengage Learning. (publication year estimated, please confirm via your library or publisher details)
4. Havaldar, K.K., & Cavale, V.M. (2019). *Sales and Distribution Management*. McGraw-Hill Education. (publication year estimated; please verify from current edition)
5. Kotler, P., & Keller, K.L. (2021). *Marketing Management* (16th ed.). Pearson Education.

RANI RASHMONI GREEN UNIVERSITY
MBA: THIRD SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 307M
Subject: Digital and Social Media Marketing
Full Marks: 100
No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the fundamental concepts, theories, and models that explain consumer decision-making processes.
2. To analyze the psychological, social, cultural, and personal factors influencing consumer attitudes and purchase behavior.
3. To evaluate how marketing strategies can shape and respond to consumer needs, wants, and preferences.
4. To apply consumer behavior insights to design effective marketing campaigns and enhance customer engagement.
5. To develop critical thinking and analytical skills to interpret consumer research and predict market trends.

Course Contents

Unit I: Introduction to Digital Marketing

L-4Hr

Concept, Scope, and Importance; Evolution of Digital Marketing; Difference between Traditional and Digital Marketing; Role in Integrated Marketing Communication; Digital Marketing Trends in India and Globally.

Unit II: Website Planning, SEO, and Analytics

L-7Hr

Website Design Principles; User Experience (UX) and User Interface (UI) Basics; SEO Basics – On-Page and Off-Page Optimization; Website Analytics; Landing Page Optimization.

Unit III: Search Engine and Display Marketing

L-7Hr

Search Engine Marketing (SEM) – Google Ads and Bing Ads; Display Advertising – Formats and Targeting; Programmatic Advertising; Measuring and Optimizing Campaigns.

Unit IV: Social Media Marketing

L-8Hr

Social Media Platforms – Facebook, Instagram, LinkedIn, Twitter (X), YouTube, Pinterest; Content Creation Strategies; Community Building and Engagement; Social Media Advertising; Social Media Analytics.

Unit V: Content, Email, and Mobile Marketing

L-7Hr

Content Marketing – Strategy, Blogging, Video, Infographics, Podcasts; Email Marketing – Tools, Campaign Design, Automation; Mobile Marketing – SMS, In-App Ads, Mobile SEO, Location-Based Marketing.

Unit VI: Digital Analytics, Emerging Trends, and Ethics

L-7Hr

KPIs and Metrics in Digital Marketing; Google Analytics; Conversion Tracking; A/B Testing; Dashboard Creation; ROI Measurement; AI and Automation in Digital Marketing; Influencer Marketing; Voice Search Optimization; AR and VR Marketing; Data Privacy, GDPR, and Ethical Issues; Future of Digital and Social Media Marketing.

Suggested Readings

1. Ryan, D. (2016). *Understanding Digital Marketing*. Kogan Page.
2. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing*. Pearson Education.
3. Tuten, T.L., & Solomon, M.R. (2017). *Social Media Marketing*. Sage Publications.
4. Dodson, I. (2016). *The Art of Digital Marketing*. Wiley.
5. Kingsnorth, S. (2019). *Digital Marketing Strategy*. Kogan Page.

List of Course in HR Specializations for MBA 3rd Semester

Human Resource

MBA-305H: Industrial Relations

MBA-306H: Compensation and Rewards Management

MBA-307H: Labour Laws

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 305H

Subject: Industrial Relations

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To introduce students to the conceptual and theoretical framework of Industrial Relations (IR).
2. To understand the dynamics of employer-employee relationships in the context of Indian labour laws and institutions.
3. To analyze the causes and resolutions of industrial disputes and conflict management systems.

4. To provide knowledge about trade unions, collective bargaining, and grievance redressal mechanisms.
5. To examine contemporary issues and global trends in Industrial Relations.

Course Contents

Unit I: Concept and Evolution of Industrial Relations **L-4Hr**

Definition, scope, objectives and importance of industrial relations; Evolution and growth of IR in India; Role of State, employers and employees in IR; Approaches to IR – Unitary, Pluralistic, and Marxist; Recent developments in IR.

Unit II: Trade Unionism in India **L-7Hr**

Meaning and functions of trade unions; Growth of trade unions in India; Recognition of trade unions; Problems and shortcomings of trade unions; Measures for strengthening trade unions; National Trade Union Federations.

Unit III: Industrial Disputes and Resolution Mechanisms **L-8Hr**

Causes of industrial disputes; Types of disputes – interest and rights disputes; Prevention and settlement of disputes; Role of conciliation, arbitration and adjudication; Code of discipline and standing orders.

Unit IV: Collective Bargaining and Workers' Participation **L-6Hr**

Concept and process of collective bargaining; Pre-requisites for successful bargaining; Bargaining strategies and tactics; Workers' participation in management – objectives, forms and levels, advantages and limitations.

Unit V: Grievance Handling and Discipline **L-6Hr**

Meaning and nature of grievances; Causes and procedure of grievance handling; Features of a good grievance procedure; Discipline – meaning, types and procedure; Principles of natural justice.

Unit VI: Emerging Trends in Industrial Relations **L-9Hr**

IR in the era of globalization and liberalization; Role of technology in shaping IR; Contract labour and gig economy; International labour standards; Future of industrial relations in India.

Suggested Readings

1. Mamoria, C.B. & Mamoria, S. (2020). *Dynamics of Industrial Relations in India*. Himalaya Publishing.
2. Monappa, A. (2017). *Industrial Relations*. Tata McGraw Hill.
3. Venkata Ratnam, C.S. (2015). *Industrial Relations*. Oxford University Press.
4. Debasish Biswas (2013). *Industrial Relations & Labour Welfare*. Abhijeet Publications, New Delhi.

(Effective from 2025-26)
Paper Code: MBA- 306H
Subject: Compensation and Rewards Management
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To develop an understanding of the reward system and its alignment with HR strategy.
2. To provide knowledge of wage theories, structures, and legal aspects.
3. To familiarize students with job evaluation and performance-based pay.
4. To analyze current trends in executive compensation and benefits management.
5. To examine global compensation practices and strategic compensation planning.

Course Contents

Unit I: Compensation Management – An Overview	L-4Hr
Definition and objectives of compensation; Components of compensation – financial and non-financial; Factors influencing compensation; Role of compensation in HR strategy.	
Unit II: Theoretical Foundations of Compensation	L-6Hr
Classical and modern wage theories – Subsistence theory, Marginal productivity theory, Bargaining theory; Internal and external equity; Psychological and motivational aspects.	
Unit III: Job Evaluation and Pay Structure Design	L-8Hr
Concept and methods of job evaluation – ranking, classification, point rating, factor comparison; Designing pay structures – pay grades, bands, broad banding; Competency-based and skill-based pay.	
Unit IV: Performance-Based Compensation	L-7Hr
Performance appraisal systems and their link with pay; Pay-for-performance models; Individual vs. team-based incentives; Short-term and long-term incentive plans.	
Unit V: Executive and Variable Compensation	L-8Hr
Executive compensation – components and trends; ESOPs, bonuses, profit sharing; Non-monetary rewards; Compensation of knowledge workers and contract employees.	
Unit VI: Compensation Practices and Legal Framework	L-7Hr
Statutory provisions related to wages in India – Minimum Wages Act, Payment of Wages Act, Equal Remuneration Act; Recent developments in wage code; International compensation – expatriate remuneration, taxation issues.	

Suggested Readings

1. Milkovich, G.T., Newman, J.M., & Gerhart, B. (2016). *Compensation*. McGraw-Hill Education.
2. Armstrong, M. & Murlis, H. (2013). *Reward Management*. Kogan Page.

3. Henderson, R. (2015). *Compensation Management in a Knowledge-based World*. Pearson Education.
4. Debasish Biswas (2017). *Compensation Management*, Abhijeet Publications, New Delhi.

RANI RASHMONI GREEN UNIVERSITY

MBA: THIRD SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 307H

Subject: Labour Laws

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of major labour laws in India.
2. To enable students to interpret and apply labour legislation in organizational settings.
3. To analyze the legal framework related to wages, employment, and industrial relations.
4. To examine the role of judiciary and labour administration in enforcing laws.
5. To develop critical insights into labour law reforms and the labour codes.

Course Contents

Unit I: Introduction to Labour Legislation

L-4Hr

Need and objectives of labour laws; Evolution and classification of labour laws in India; Constitutional provisions relating to labour; Role of ILO in shaping labour legislation.

Unit II: Laws Related to Industrial Relations

L-8Hr

Industrial Disputes Act, 1947 – definitions, authorities, dispute resolution mechanisms, strikes and lockouts, unfair labour practices; Trade Unions Act, 1926 – registration, rights and duties, penalties.

Unit III: Laws Related to Wages and Bonus

L-7Hr

Minimum Wages Act, 1948; Payment of Wages Act, 1936; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965 – coverage, calculation and disbursement of bonus.

Unit IV: Laws Related to Working Conditions and Welfare

L-6Hr

Factories Act, 1948 – health, safety, welfare, working hours and holidays; Contract Labour (Regulation and Abolition) Act, 1970; Shops and Establishments Act.

Unit V: Laws Related to Social Security

L-7Hr

Employees' State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972; Employees' Compensation Act, 1923.

Unit VI: Labour Law Reforms and Codes

L-8Hr

Introduction to the four labour codes – Code on Wages, Code on Social Security, Industrial Relations Code, Occupational Safety and Health Code; Impact on employers and employees; Implementation challenges and policy perspectives.

Suggested Readings

1. Kapoor, N.D. (2021). *Elements of Industrial Law*. Sultan Chand & Sons.
2. Goswami, V.G. (2020). *Labour and Industrial Law*. Central Law Agency.
3. Srivastava, S.C. (2018). *Industrial Relations and Labour Laws*. Vikas Publishing House.
4. Padhi, P.K. (2015). *Labour and Industrial Laws*. PHI Learning.

Course Structure of MBA 4th Semester

MBA- 401	Business Analytics	100	40	4 (3+1+0)
MBA- 402	Strategic Management	100	40	4 (3+1+0)
MBA- 403	Specialization Paper	100	40	4 (3+1+0)
MBA- 404	Specialization Paper	100	40	4 (3+1+0)
MBA- 405	Specialization Paper	100	40	4 (3+1+0)
MBA- 496	Business Plan Development and Presentation	100	40	4 (0+0+4)
MBA- 497	Grand Viva	50	-	2 (0+0+2)
	Total	650		26

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 401

Subject: Business Analytics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of business analytics techniques and their application in decision-making.
2. To equip students with analytical tools to interpret data and make informed business decisions.
3. To develop students' skills in using software for data analysis and visualization.
4. To understand the role of predictive and prescriptive analytics in business strategy formulation.
5. To enhance students' capability to use data-driven insights for solving real-world business problems.

Course Contents

Unit I: Introduction to Business Analytics

L-4Hr

Meaning, scope and importance of business analytics; Data types and sources; Role of business analytics in different functional areas; Descriptive, predictive and prescriptive analytics; Challenges in implementing business analytics.

Unit II: Data Visualization and Summary Statistics

L-6Hr

Graphical representation of data; Frequency distribution, histograms, pie charts, and boxplots; Measures of central tendency and dispersion; Cross-tabulations; Use of Excel, SPSS, or Tableau for data visualization.

Unit III: Predictive Analytics and Regression Models

L-8Hr

Correlation and simple linear regression; Multiple regression; Logistic regression; Time series forecasting; Model selection and validation; Application in sales, HR, and finance data.

Unit IV: Classification and Clustering Techniques

L-7Hr

Decision trees, k-nearest neighbours (k-NN), support vector machines; Clustering techniques: k-means and hierarchical clustering; Applications in customer segmentation and fraud detection.

Unit V: Optimization and Simulation in Analytics

L-7Hr

Linear programming models; Integer programming; Goal programming; Introduction to simulation techniques; Use of Solver and other tools in decision making.

Unit VI: Business Analytics Applications and Case Studies

L-8Hr

Case-based learning in various domains – marketing, HR, operations, and finance; Ethical and privacy concerns in business analytics; Future trends in business analytics; Building data-driven culture in organizations.

Suggested Readings

1. Evans, J. R. (2017). *Business Analytics*. Pearson Education.
2. Davenport, T. H., & Harris, J. G. (2007). *Competing on Analytics*. Harvard Business Press.
3. Albright, S. C., & Winston, W. L. (2015). *Business Analytics: Data Analysis and Decision Making*. Cengage Learning.
4. U Dinesh Kumar (2017). *Business Analytics: The Science of Data-Driven Decision Making*. Wiley India.
5. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An Introduction to Statistical Learning*. Springer.

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 402

Subject: Strategic Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To develop an understanding of strategic management concepts, tools, and techniques.
2. To analyze internal and external environments for strategic decision making.
3. To explore strategy formulation and implementation at various organizational levels.
4. To understand competitive strategies and business-level decisions.
5. To evaluate strategic control and corporate governance mechanisms.

Course Contents

Unit I: Introduction to Strategic Management **L-4Hr**

Definition, nature, and importance of strategy; Strategic management process; Levels of strategy; Strategic intent – vision, mission, goals and objectives; Strategic fit and competitive advantage.

Unit II: External and Internal Environment Analysis **L-8Hr**

Environmental scanning; PESTEL analysis; Porter's Five Forces Model; Value chain analysis; SWOT and TOWS matrix; Resource-based view of the firm; VRIO framework.

Unit III: Strategy Formulation – Corporate and Business Level **L-8Hr**

Corporate-level strategies – stability, growth, retrenchment, and combination strategies; Business-level strategies – cost leadership, differentiation, and focus strategies; BCG Matrix, GE Matrix; Strategic alliances and joint ventures.

Unit IV: Strategy Implementation **L-7Hr**

Strategy and structure; Role of leadership and culture in strategy implementation; Resource allocation; Functional strategies – marketing, finance, operations, HR; Balanced Scorecard approach.

Unit V: Strategic Evaluation and Control **L-6Hr**

Strategic control techniques – types and process; Key Performance Indicators (KPIs); Benchmarking; Risk management in strategic decision-making; Feedback and learning.

Unit VI: Emerging Issues in Strategic Management **L-7Hr**

Corporate governance and ethics; Strategic innovation; Global strategies and MNCs; Blue ocean strategy; Strategic agility and digital transformation; Strategic issues in non-profit and public enterprises.

Suggested Readings

1. Wheelen, T. L., & Hunger, J. D. (2017). *Strategic Management and Business Policy*. Pearson Education.
2. David, F. R. (2019). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. Pearson.
3. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). *Strategic Management: Competitiveness and Globalization*. Cengage Learning.
4. Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2016). *Strategic Management: Theory: An Integrated Approach*. Cengage.
5. Kazmi, A. (2020). *Strategic Management and Business Policy*. McGraw Hill Education.

List of Course in Finance Specializations for MBA 4th Semester

Finance

MBA-403F: International Financial Management

MBA-404F: Financial Derivatives and Risk Management

MBA-405F: Indian Financial Institutions and Services

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 403F

Subject: International Financial Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide an understanding of financial management in the global business context.
2. To expose students to foreign exchange markets, international monetary systems, and risk hedging techniques.
3. To help students analyze international investment decisions and multinational capital budgeting.
4. To develop strategic decision-making skills for financial operations in multinational firms.

Course Contents

Unit I: International Dimensions of Financial Management L-4Hr

The Emergence of the MNC – The Nature of the MNC – Objectives of the Firm and Risk Management – Domestic Financial Management vs. International Financial Management.

Unit II: The Foreign Exchange Market L-8Hr

The Spot Market (Direct and Indirect Quotes, European and American Terms, Bid-Ask Rate and Spread, Cross Rate, Arbitrage) – The Forward Market – Currency Futures (vs. Forwards) – Currency Options (types) – Swaps (Currency and Interest Rate Swaps).

Unit III: Parity Conditions in International Finance L-6Hr

Types of Parity Relationships – The Equilibrium Framework – Purchasing Power Parity – Unbiased Forward Rate – The Fisher Effect – Interest Rate Parity – International Fisher Effect.

Unit IV: Foreign Exchange Risk Management (FERM) L-8Hr

Foreign Exchange Risk: Exposure and Unanticipated Changes – Types of Exposure – Managing Economic, Transaction, and Translation Exposure – Internal Financial Techniques (Leading, Lagging, Netting, Matching, Currency of Invoicing) – External Hedging Techniques (Money Market, Forward, Futures, Options, Swaps).

Unit V: International Financial Markets and Foreign Investment Analysis**L-7Hr**

International Financial Centres – Long-term and Short-term Sources of Funds (GDRs, ADRs, Euro Bonds, Euro Loans, NIFs, CPs, Development Banks) – International Portfolio Investment: Concept and Benefits – Capital Budgeting for MNCs – Current Assets and Cash Management.

Unit VI: Multilateral Development Banks and Transfer Pricing**L-7Hr**

World Bank – Asian Development Bank – International Finance Corporation – International Transfer Pricing: Concept, Issues, and Practices.

Suggested Readings

1. Apte, P.G. (2022). *International Financial Management*. Tata McGraw Hill.
2. Madura, Jeff. (2021). *International Financial Management*. Cengage Learning.
3. Sharan, Vyuptakesh. (2022). *International Financial Management*. PHI Learning.
4. Eun, C. S., & Resnick, B. G. (2020). *International Financial Management*. McGraw Hill.
5. Shapiro, A. C. (2021). *Multinational Financial Management*. Wiley.
6. Apte, P. G. (2019). *International Financial Management*. Tata McGraw Hill.
7. Buckley, A. (2018). *Multinational Finance*. Prentice Hall of India.
8. Levi, M. D. (2020). *International Finance – The Markets and Financial Management of Multinational Business*. McGraw Hill.
9. Shapiro, A. C. (2019). *Multinational Financial Management*. Prentice Hall of India.
10. Sharan, V. (2018). *International Financial Management*. Prentice Hall of India.

RANI RASHMONI GREEN UNIVERSITY**MBA: FOURTH SEMESTER****(Effective from 2025-26)****Paper Code: MBA- 404F****Subject: Financial Derivatives and Risk Management****Full Marks: 100 No. of Classes: 40 Hours 4 Credits****Course Objectives**

1. To develop conceptual understanding of financial derivatives.
2. To explain the structure and mechanics of derivative instruments.
3. To help students understand hedging and risk management strategies using derivatives.
4. To familiarize with valuation of forwards, futures, options, and swaps.

Course Contents**Unit I: Introduction to Derivatives and Risk Management****L-4Hr**

Meaning, types and importance of derivatives; Risk management and hedging; Participants in derivative markets—hedgers, speculators, arbitrageurs; Regulatory framework in India.

Unit II: Forward and Futures Contracts**L-7Hr**

Characteristics and types of forward and futures contracts; Differences between forwards and futures; Trading mechanism and pricing of forwards and futures; Margin systems and daily settlement.

Unit III: Options Contracts **L-8Hr**

Options—types, terminology, and features; Pay-off profiles of buyers and sellers; Option strategies—spreads, straddles, strangles; Option valuation—binomial model and Black-Scholes model.

Unit IV: Swaps and Credit Derivatives **L-7Hr**

Interest rate and currency swaps—mechanism and applications; Credit derivatives—CDS, TRS; Valuation of swaps; Swap strategies in risk management.

Unit V: Derivatives Trading and Clearing Mechanism **L-7Hr**

Derivative markets in India—NSE, BSE, SEBI guidelines; Clearing, settlement, and risk management; Role of clearing corporations; Commodity derivatives and exchanges.

Unit VI: Strategic Risk Management Using Derivatives **L-7Hr**

Risk identification and measurement; Value-at-Risk (VaR); Hedging equity, currency, and interest rate risks with derivatives; Corporate case studies on strategic use of derivatives.

Suggested Readings

1. Saha, S.S, *Indian Financial System*, McGraw-Hill Education (India) Pvt. Ltd., 2nd ed, New Delhi. 2020
2. Hull, John C. (2022). *Options, Futures and Other Derivatives*. Pearson.
3. Redhead, Keith (2021). *Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps*. PHI.
4. Gupta, S. L. (2022). *Financial Derivatives: Theory, Concepts and Problems*. PHI Learning.
5. Chance, D. M., & Brooks, R. (2021). *An Introduction to Derivatives and Risk Management*. Cengage.
6. Somanathan, T.V. & Nageswaran, V. A. (2020). *The Economics of Derivatives*. Cambridge University Press.

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 405F

Subject: Indian Financial Institutions and Services

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide a comprehensive understanding of the structure and functioning of the Indian banking system, including the role of commercial banks, NBFCs, and the Reserve Bank of India.

2. To familiarize students with the role and functions of development banks and other key financial institutions, including insurance companies, Unit Trust of India, and regulatory authorities.
3. To develop an understanding of the interest rate structure in India, its determinants, variations, and its relationship with economic progress.
4. To explore the nature, characteristics, and significance of financial services in India, including fee-based, fund-based, and insurance services.
5. To examine the role, functions, and regulatory framework of merchant banking in India, with a special focus on SEBI (Merchant Bankers) Regulations, 1992.
6. To analyze the concept and methodology of credit rating, its benefits and limitations, and to study the functioning of major credit rating agencies in India.
7. To enhance students' ability to evaluate and interpret financial service mechanisms, regulatory guidelines, and market practices relevant to the Indian financial system.

Course Contents

Unit I: Indian Banking System **L-7Hr**
 Introduction—commercial banks – importance and functions—structure of commercial banking system in India— commercial and central bank— credit creation process of commercial banks—concept of money multiplier— the Reserve Bank of India: functions; instruments of monetary and credit control, main features of monetary policy since independence—NBFCs: structure of NBFCs—concept, role and activities of NBFCs.

Unit II: Development Banks and Other Financial Institutions **L-6Hr**
 Introduction—development banks and their role in Indian financial system – development banks and commercial banks – major development banks and their functions (IFCI, IDBI, ICICI, EXIM Bank, SIDBI, SFCs, NABARD)— concept of universal banks in India.

Introduction—insurance sector: the concept— basic principles of insurance— insurance sector and economic growth— historical background of insurance sector in India— reforms of insurance sector in India— structure of life insurance business in India —public and private life insurance—LICI ; structure of general insurance business in India — public and private general insurance —GICI— Insurance Regulatory and Development Authority (IRDA) Act, 1999 ; Unit Trust of India— functions & activities— the Unit Scheme 1964 (US-64).

Unit III: Interest Rate Structure **L-4Hr**
 Introduction—gross and net interest rate, nominal and real interest rate, differential interest rate, causes of variation of interest rate, relationship between interest rate and economic progress, administered and market determined interest rate— recent changes in interest rate structure in India.

Unit IV: Mutual Funds **L-7Hr**

Introduction— working of a mutual fund —mutual fund industry in India— mutual funds investors— types of mutual funds schemes—front-end load (entry load) and back-end load (exit load)— Net Asset Value and mutual funds— constituents of mutual funds—SEBI (mutual funds) (amendments) regulations, 2016.

Unit V: Merchant Banking

L-8Hr

Introduction— historical background —importance of merchant banking in India —functions of merchant bankers in India —merchant and commercial banks —merchant banks and investment banks — merchant bankers and capital issue management in primary market—SEBI (Merchant Bankers) Regulations, 1992.

Unit VI: Credit Rating

L-8Hr

Introduction—historical background: global scenario & Indian scenario —objectives of credit rating —functions of credit rating agencies —benefits —limitations —the rating process —the rating methodology — a brief profile of credit rating agencies in India: Credit Rating Information Services of India Ltd.(CRISIL); Investment Credit Rating Agency of India Ltd. (ICRA); Credit Analysis and Research Ltd. (CARE) ; India Ratings and Research Pvt. Ltd.; Brickwork Ratings India Pvt. Ltd.; SMERA Ratings Ltd.; Informatics Valuation and Rating Pvt. Ltd. — standardized rating symbols and definitions—SEBI (Credit Rating Agencies) Regulations, 1999

Suggested Readings

1. Saha, S.S. (2020). *Indian Financial System*. 2nd ed. McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
2. Saha, S.S. (2014). *Merchant Banking and Financial Services*. Scholar's Press, Germany.
3. Saha, S.S. (2016). *Capital Markets and Securities Laws*. 2nd ed. Taxmann Publications Pvt. Ltd., New Delhi.
4. Pathak, B.V. (2018). *Indian Financial System*. Pearson Education, New Delhi.
5. Bhole, L.M. (2017). *Financial Markets and Institutions*. McGraw-Hill Education, New Delhi.
6. Khan, M.Y. (2019). *Indian Financial System*. McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
7. Kohn, M. (2013). *Financial Institutions and Markets*. McGraw-Hill Education (India) Pvt. Ltd., New Delhi.
8. Machiraju, H.R. (2010). *Merchant Banking*. Vikas Publishing, New Delhi.
9. Fabozzi, F.J., Modigliani, F., Jones, F.J., & Ferri, M.G. (2014). *Foundations of Financial Markets and Institutions*. Pearson Education, New Delhi.
10. Madura, Jeff (2018). *Financial Markets & Institutions*. Cengage Learning (formerly West Publishing Company), New York.
11. Avadhani, V.A. (1992). *Investment and Securities Markets in India*. Himalaya Publishing, New Delhi.
12. Mishkin, F.S., & Eakins, S.G. (2018). *Financial Markets and Institutions*. Pearson Education, New Delhi.
13. Reserve Bank of India. (Latest). *RBI Guidelines*.
14. Securities and Exchange Board of India. (Latest). *SEBI Regulations*.

List of Course in Marketing Specializations for MBA 4th Semester

Marketing

MBA-403M: International Marketing
MBA-404M: Service Marketing
MBA-405M: Brand Management

RANI RASHMONI GREEN UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 403M
Subject: International Marketing
Full Marks: 100
No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the concepts, scope, and significance of marketing in the global business environment.
2. To analyze the impact of cultural, economic, political, and legal factors on international marketing decisions.
3. To evaluate strategies for international market entry, segmentation, targeting, and positioning.
4. To apply global marketing mix strategies for product, price, place, and promotion across diverse markets.
5. To develop skills for managing cross-border marketing challenges and opportunities in a competitive landscape.

Course Contents

Unit I: Introduction to International Marketing **L-4Hr**

Concept, Nature, and Scope; International vs Domestic Marketing; Benefits and Challenges of International Marketing; Evolution of Global Trade; Theories of International Trade; Globalization and its Impact on Marketing.

Unit II: International Marketing Environment **L-6Hr**

Political, Legal, Economic, and Cultural Environments; Trade Barriers – Tariff and Non-Tariff; Regional Economic Groupings – EU, NAFTA, ASEAN, SAARC; WTO and Trade Regulations; Impact of Emerging Economies on Global Markets.

Unit III: Market Entry and Expansion Strategies **L-7Hr**

Modes of Entry – Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries; Strategic Alliances; Market Selection and Segmentation; International Positioning Strategies.

Unit IV: Product, Pricing, and Distribution Decisions **L-8Hr**

Product Standardization vs Adaptation; International Product Life Cycle; Branding and Packaging for Global Markets; International Pricing – Strategies, Transfer Pricing, Countertrade, Dumping;

Price Escalation and Reduction Strategies; International Distribution Channels; Logistics Challenges in Global Trade.

Unit V: Promotion and Cross-Cultural Consumer Behaviour

L-8Hr

International Promotion Mix; Global Advertising Strategies; Personal Selling in International Markets; Trade Fairs and Exhibitions; Understanding Cultural Differences; Hofstede's Cultural Dimensions; Language, Customs, and Negotiation Styles; Adapting Marketing Strategies to Cultural Contexts; International Consumer Research.

Unit VI: Emerging Trends and Issues in International Marketing

L-7Hr

Digital Global Marketing; E-Commerce in International Trade; Sustainability and Ethics in Global Business; Global Supply Chain Disruptions; Impact of Geopolitics and Pandemics; Future of International Marketing.

Suggested Readings

1. Cateora, P.R., Graham, J.L., & Gilly, M.C. (2013). *International Marketing*. McGraw-Hill Education.
2. Keegan, W.J., & Green, M.C. (2017). *Global Marketing*. Pearson Education.
3. Hollensen, S. (2014). *Global Marketing: A Decision-Oriented Approach*. Pearson Education.
4. Czinkota, M.R., & Ronkainen, I.A. (2013). *International Marketing*. Cengage Learning.
5. Onkvisit, S., & Shaw, J.J. (2008). *International Marketing: Strategy and Theory*. Routledge.

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 404M

Subject: Services Marketing

Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the unique characteristics of services and their implications for marketing strategies.
2. To analyze customer expectations, perceptions, and experiences in the service sector.
3. To evaluate strategies for service design, delivery, and quality management.
4. To apply service marketing mix elements to enhance customer satisfaction and loyalty.
5. To develop skills for managing service innovations and addressing service recovery challenges.

Course Contents

Unit I: Introduction to Services Marketing

L-4Hr

Concept and Characteristics of Services; Service Marketing Vs Product Marketing; Growth of Service Sector in India and Globally; Service Marketing Mix (7Ps); Importance of Services in the Economy.

Unit II: Understanding Service Consumers

L-6Hr

Consumer Decision-Making in Services; Expectations and Perceptions in Services; Role of Word-of-Mouth; Service Encounters and Moments of Truth; Customer Behaviour in High-Contact and Low-Contact Services.

Unit III: Service Design, Development, and Distribution

L-8Hr

New Service Development Process; Service Blueprinting; Service Process Design; Capacity Planning in Services; Service Recovery Strategies; Service Channels – Direct and Indirect; E-Channels and Self-Service Technologies; Franchising in Services.

Unit IV: Pricing and Promotion of Services

L-8Hr

Factors Influencing Service Pricing; Pricing Strategies for Services; Integrated Marketing Communication in Services; Role of Personal Selling, Advertising, Sales Promotion, and PR in Services; Managing Service Brands; Internal Marketing and Employee Communication.

Unit V: Managing Service Quality and Productivity

L-8Hr

Service Quality Models – SERVQUAL, GAP Model; Measuring Service Quality; Strategies to Improve Productivity; Balancing Productivity and Quality; Customer Satisfaction Measurement.

Unit VI: Emerging Issues in Services Marketing

L-6Hr

Technology-Driven Services; E-Services and Digital Service Delivery; CRM in Services; Global Trends in Service Marketing; Sustainability in Service Operations; Ethical Issues in Service Delivery.

Suggested Readings

1. Zeithaml, V.A., Bitner, M.J., & Gremler, D.D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill Education.
2. Lovelock, C., Wirtz, J., & Chatterjee, J. (2011). *Services Marketing: People, Technology, Strategy*. Pearson Education.
3. Payne, A. (1993). *The Essence of Services Marketing*. Pearson Education.
4. Rao, K.R.M. (2011). *Services Marketing*. Pearson Education.
5. Hoffman, K.D., & Bateson, J.E.G. (2016). *Services Marketing: Concepts, Strategies, and Cases*. Cengage Learning.

RANI RASHMONI GREEN UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 405M
Subject: Brand Management
Full Marks: 100

No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the concepts, importance, and components of brand equity and brand identity.
2. To analyze strategies for building, positioning, and sustaining strong brands in competitive markets.
3. To evaluate brand performance using qualitative and quantitative metrics.
4. To apply branding principles in developing marketing campaigns and communication strategies.
5. To develop skills for managing brand extensions, co-branding, and rebranding initiatives.

Course Contents

Unit I: Introduction to Brand Management

L-4Hr

Concept, Nature, and Importance of Brands; Evolution of Branding; Role of Brands in Marketing Strategy; Brand Equity – Concept and Importance; Strategic Brand Management Process.

Unit II: Brand Positioning and Values

L-6Hr

Identifying Brand Positioning; Points of Parity and Points of Difference; Brand Mantras; Value Proposition; Role of Brand Values in Consumer Perception.

Unit III: Building and Sustaining Brand Equity

L-8Hr

Brand Elements – Criteria and Choice; Designing Marketing Programs to Build Brand Equity; Leveraging Secondary Brand Associations; Co-Branding and Ingredient Branding.

Unit IV: Measuring and Managing Brand Performance

L-7Hr

Brand Audits and Brand Tracking; Qualitative and Quantitative Brand Research; Brand Valuation Methods; Brand Health Indicators; Using Analytics in Brand Measurement.

Unit V: Brand Extension and Portfolio Strategies

L-8Hr

Brand Extension Strategies – Advantages and Risks; Managing Brand Portfolios; Multibrand Strategies; Global Branding Decisions; Managing Corporate Brands Vs Product Brands.

Unit VI: Brand Revitalization and Contemporary Issues

L-7Hr

Causes for Brand Decline; Strategies for Revitalization; Brand Repositioning and Reinforcement; Handling Negative Publicity and Brand Crises; Digital Branding and Social Media; Influencer and Personal Branding; Sustainability, CSR, and Ethical Issues; Future Trends in Branding.

Suggested Readings

1. Keller, K.L. (2013). *Strategic Brand Management*. Pearson Education.
2. Kapferer, J.N. (2012). *The New Strategic Brand Management*. Kogan Page.

3. Aaker, D.A. (1996). *Building Strong Brands*. Free Press.
4. Kotler, P., Keller, K.L., Ancarani, F., & Costabile, M. (2017). *Marketing Management*. Pearson Education.
5. Sengupta, S. (2005). *Brand Positioning: Strategies for Competitive Advantage*. Tata McGraw-Hill.

List of Course in HR Specializations for MBA 4th Semester

Human Resource

MBA-403H: International Human Resource Management

MBA-404H: HR Analytics

MBA-405H: Leadership and Team Dynamics

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 403H

Subject: International Human Resource Management

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To provide insights into the role of HRM in a global context and understand its strategic importance in multinational enterprises.
2. To examine the challenges in managing human resources across different countries and cultures.
3. To study the practices related to recruitment, selection, performance management, and compensation of international assignees.
4. To develop an understanding of expatriation, repatriation, and managing third and host country nationals.
5. To explore contemporary issues and trends in international HRM with cross-cultural dimensions.

Course Contents

Unit I: Concept and Scope of International HRM

L-4Hr

Definition and importance of International Human Resource Management (IHRM); Difference between domestic and international HRM; Drivers of internationalization of business; Strategic role of IHRM in Multinational Corporations (MNCs); Global HRM models.

Unit II: International Staffing and Recruitment

L-8Hr

Approaches to staffing in international business: ethnocentric, polycentric, regiocentric, and geocentric; Recruitment and selection of international assignees; Role of expatriates, host-country nationals, and third-country nationals; Selection criteria for international assignments.

Unit III: Training and Development of International Staff

L-7Hr

Designing cross-cultural training programs; Pre-departure training and post-arrival orientation; Expatriate training; Career development and support for international assignees; Role of corporate HR in training.

Unit IV: International Performance Management

L-7Hr

Goals and process of international performance management; Key performance appraisal criteria; Challenges in performance evaluation of expatriates; Performance management of host and third-country employees; Cultural factors affecting performance appraisal.

Unit V: International Compensation and Rewards

L-8Hr

Objectives of international compensation; Components of international compensation; Balance sheet approach; Taxation issues in international compensation; Managing compensation for expatriates and local employees; Compensation practices across countries.

Unit VI: International HRM Trends and Cross-Cultural Issues

L-6Hr

Repatriation and career development; Emerging trends in global HRM; Labour relations in international context; HR practices in different countries (case-based discussions); Cross-cultural communication and management; Ethical and legal compliance in global HRM.

Suggested Readings

1. Dowling, P., Festing, M., & Engle, A. (2017). *International Human Resource Management*. Cengage Learning.
2. Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*. McGraw Hill.
3. Brewster, C., Sparrow, P., & Vernon, G. (2021). *International Human Resource Management*. Chartered Institute of Personnel and Development (CIPD).
4. Tayeb, M. H. (2016). *International Human Resource Management: A Multinational Company Perspective*. Oxford University Press.
5. Biswas, D., & Pahari, S. (2023). *Cross-Cultural Management*. Crescent Publishing Corporation, New Delhi. (ISBN 978-93-91771-66-9)

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 404H

Subject: HR Analytics

Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the fundamentals and applications of HR analytics in decision-making.
2. To apply quantitative tools and techniques to measure HR effectiveness.
3. To explore predictive and prescriptive analytics for HR planning and strategy.
4. To equip students with skills in using HR metrics and dashboards.

Course Contents

Unit I: Foundations of HR Analytics	L-4Hr
Definition, scope, and relevance of HR analytics; transformation from traditional HRM to data-driven HRM; strategic significance of HR analytics in modern organizations.	
Unit II: HR Metrics and Data Management	L-7Hr
Key HR metrics related to recruitment, retention, training, compensation, and performance; types and sources of HR data; methods of data collection, storage, validation, and cleaning.	
Unit III: Predictive Modelling and Workforce Planning	L-8Hr
Concepts of workforce forecasting, succession planning, and talent gap analysis; applications of predictive tools such as regression analysis, decision trees, and scenario-based models in HR.	
Unit IV: Employee Engagement and Performance Measurement	L-7Hr
Dimensions of employee engagement and satisfaction; analytical techniques for performance assessment and productivity; development and interpretation of KPI dashboards.	
Unit V: HR Scorecards and Visualization Techniques	L-7Hr
Balanced scorecard framework for HR; identification of key performance indicators; introduction to data visualization tools such as Power BI, Tableau, and Excel for HR dashboard creation.	
Unit VI: Legal and Ethical Framework of HR Analytics	L-7Hr
Ethical dilemmas in employee data handling; legal compliance and data protection laws; governance and accountability mechanisms in HR analytics initiatives.	

Suggested Readings

1. Fitz-enz, J. (2020). *The New HR Analytics*. AMACOM.
2. Pease, G., Byerly, B., & Fitz-enz, J. (2019). *Human Capital Analytics*. Wiley.
3. Davenport, T.H., Harris, J., & Shapiro, J. (2021). *Competing on Talent Analytics*. Harvard Business Review Press.
4. Bassi, L., & McMurrer, D. (2022). *HR Analytics Handbook*. McBassi & Company.
5. Edwards, M. R., & Edwards, K. (2021). *Predictive HR Analytics*. Kogan Page.

RANI RASHMONI GREEN UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 405H
Subject: Leadership and Team Dynamics
Full Marks: 100 No. of Classes: 40 Hours 4 Credits

Course Objectives

1. To understand the core theories and styles of leadership in organizational contexts.

2. To explore team behavior and group dynamics in high-performance settings.
3. To develop competencies for leading diverse and virtual teams.
4. To examine challenges in decision-making, conflict resolution, and organizational change.

Course Contents

Unit I: Foundations of Leadership **L-4Hr**

Definition and significance of leadership in organizational settings; classical and contemporary leadership theories including trait, behavioural, contingency, transformational, and transactional models; difference between leadership and management.

Unit II: Leadership Styles and Effectiveness **L-6Hr**

Autocratic, democratic, laissez-faire, charismatic, servant, and strategic leadership styles; leadership effectiveness models and determinants; gender and cultural perspectives in leadership.

Unit III: Self-awareness and Emotional Intelligence in Leadership **L-6Hr**

Concept of self-leadership, self-assessment tools, and personality traits; emotional intelligence (EI) and its role in leadership; motivation, influence, and power in leading others.

Unit IV: Team Dynamics and Development **L-8Hr**

Types and structures of teams; stages of team development (forming to adjourning); team roles, norms, and cohesiveness; high-performing teams and factors affecting team productivity.

Unit V: Conflict Management and Decision-Making in Teams **L-8Hr**

Sources and types of conflict in teams; conflict resolution styles and negotiation strategies; groupthink, consensus building, and participative decision-making processes.

Unit VI: Contemporary Leadership and Team Challenges **L-8Hr**

Virtual teams and leadership in remote environments; ethical leadership, diversity and inclusion in teams; crisis leadership, resilience building, and leadership in dynamic business environments.

Suggested Readings

- Northouse, P. G. (2022). *Leadership: Theory and Practice*. Sage Publications.
- Yukl, G. (2020). *Leadership in Organizations*. Pearson Education.
- Robbins, S.P., & Judge, T.A. (2021). *Organizational Behavior*. Pearson Education.
- Hackman, J. R. (2020). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business Review Press.
- Goleman, D. (2019). *Emotional Intelligence and Leadership*. Bantam Books.

RANI RASHMONI GREEN UNIVERSITY

MBA: FOURTH SEMESTER

(Effective from 2025-26)

Paper Code: MBA- 496

Subject: Business Plan Development and Presentation

Full Marks: 100 4 Credits

Course Objectives

1. Understand the significance of business planning in managing and growing enterprises.
2. Develop the ability to prepare strategic plans for addressing unforeseen events and new competitors.
3. Formulate clear business objectives aligned with risk management and growth strategies.
4. Design effective marketing strategies for attracting and retaining customers.
5. Enhance their entrepreneurial mind-set and decision-making skills.
6. Apply theoretical knowledge into practice by preparing a comprehensive business plan.
7. Present and defend their business idea in front of evaluators with clarity and confidence.

The students are supposed to include the following points into their business plan:

1. **Executive Summary** – Overview of the business idea, mission, and vision.
2. **Business Description** – Nature of business, product/service details, industry background.
3. **Business Objectives** – Short-term and long-term goals.
4. **Market Analysis** – Target market, customer profile, industry trends, competitor analysis.
5. **Marketing & Sales Strategy** – Branding, pricing, promotion, distribution, sales channels.
6. **Operational Plan** – Production process, technology, suppliers, facilities, logistics.
7. **Organizational Structure & Management** – Ownership, team structure, key roles, HR plan.
8. **Financial Plan** – Start-up cost, revenue model, break-even analysis, projected profit & loss, balance sheet, and cash flow.
9. **Risk Analysis** – Identification of possible risks and contingency strategies.
10. **Sustainability & CSR Initiatives** – Environmental and social responsibility aspects.
11. **Implementation Timeline** – Milestones and action plan.
12. **Conclusion** – Key takeaways and future outlook.

Note: The evaluation of the Business Plan Development presentation will be conducted through a comprehensive process involving both internal and external examiners. Students will present their business plans before a panel, where internal examiners from the department will assess the academic and theoretical aspects, while external examiners from other universities will provide an independent and objective evaluation based on industry relevance, practicality, and innovation. The evaluation will focus on clarity of presentation, feasibility of the business idea, depth of analysis, financial planning, marketing strategy, and overall entrepreneurial orientation. This dual assessment mechanism ensures fairness, transparency, and a balanced judgment, combining academic rigor with external perspectives.

RANI RASHMONI GREEN UNIVERSITY
MBA: FOURTH SEMESTER
(Effective from 2025-26)
Paper Code: MBA- 497
Subject: Grand Viva
Full Marks: 50 2 Credits

Course Objectives

1. To evaluate students' comprehensive understanding of the entire MBA syllabus across all semesters.
2. To assess the integration of theoretical knowledge with practical applications in business and management.
3. To test students' analytical ability, critical thinking, and problem-solving skills.
4. To examine the learning outcomes of summer training/internship and their practical relevance.
5. To assess students' communication, presentation, and confidence levels in a formal viva setting.
6. To prepare students for real-world corporate interviews and professional challenges.

Note: The Grand Viva will be conducted in the final semester by both internal and external examiners. External examiners will be invited from reputed universities to ensure fairness and academic rigor. The evaluation will be based on students' overall performance, covering knowledge from all semesters and summer training. Parameters for evaluation will include conceptual clarity, depth of subject knowledge, ability to link theory with practice, logical reasoning, problem-solving skills, and communication effectiveness.