MBA (DAY) PROGRAM

FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
OSMANIA UNIVERSITY
HYDERABAD -500007

University with potential for Excellence
(Accredited by NAAC A+ Grade)
Category Graded Autonomy by UGC

MBA (DAY) COURSE STRUCTURE AND SYLLABUS AS PER CBCS & AICTE GUIDELINES

REVISED RULES AND REGULATIONS OF M.B.A. PROGRAM - 2023-24

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RULES AND REGULATIONS OF M.B.A. PROGRAM-2023-24

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

I. Two-year i.e., four semester Full Time Day program

1. Eligibility Conditions
M.B.A. (Day)

Candidate seeking admission into Full Time M.B.A. (Day) program must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

2. Instruction Schedule:

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of Instruction: 14 Weeks
Preparation Holidays: 7-10 Days
Total No of Hours (Theory + Tutorial + Practicals)
Per Semester: **420 Hours**

Rules of Attendance

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

3. Promotion Rules:

A student will be promoted subject to the following rules:

a. I Semester to II Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for I semester.

b. II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have passed at least

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50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose).

c. III Semester to IV Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examination.

Candidates who have not passed in at least 50% of the courses of the previous semesters are not promoted to the next year.

4. Cancellation of Admission:

The admission of a candidate admitted to the MBA-Day Course stands cancelled if:He / She

does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester – I, but failed to register for1st Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA-Day program

5. Project Work:

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Program. Project Report Work should be carried out in the Final Year of MBA-Day Program i.e., III & IV Semesters.

The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

6. Scheme of Evaluation is a combination of Continuous and Comprehensive Evaluation and End Semester Examination

Rules & Regulations:

The CCE Model incorporates three (3) key components for assessing the specified programs:

i) Continuous Assessment (CA): Students engage in ongoing evaluation, where a total of 30 marks are distributed across three Internal Assessment tests. Each assessment carries a specific weightage of 10 marks, contributing to the overall assessment

ii) Attendance: A portion of the assessment, accounting for 10 marks, is dedicated to tracking students' attendance. This aspect serves as an incentive for active engagement in the learning and teaching process.

iii) End Semester Examination (ESE): The comprehensive evaluation includes a final examination, contributing 60 marks to the overall assessment.

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1st Internal Assessment (10 Marks)	2nd Internal Assessment (10 Marks)	3rd Internal Assessment (10 Marks)	4th Internal Assessment (10 Marks)
1. 10 Multiple choice questions each ½ mark (10x½) = 5 marks 2. 10 Fill in the blank questions each ½ mark (10x½) = 5 marks	1. 5 Questions on assertion &reason each1 mark (5x1) = 5 marks 2. 10 Match the following questions each ½ mark (10x½) = 5 marks	1. Questions on syllogism each ½ mark (10 x ½) = 5 marks 2. Management quiz (written) each ½ mark (10x½) = 5 marks	Attendance = 10 marks

Weightage for Attendance:

Attendance Percentage	Marks
95% - 100%	10 Marks
86% - 94%	08 Marks
81% - 85%	06 Marks
75% - 80%	05 Marks
65% - 74%	04 Marks*

*Applicable only to those who provide a valid reason with condonation

End Semester Examination for 60 Marks divisible as Part 'A', 'B' and 'C'

- Part A - 10 Marks (5 Questions each carrying 2 marks) without choice.
- Part B - 40 Marks (5 Questions each carrying 8 Marks) with internal choice.
- Part C - 10 Marks Case Study (Analysis)

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Model Question paper End Semester Examination (ESE)

Part –A

Attend all Questions (5x2) =10 Marks

1) Question No. 1 – 2 Marks
2) Question No. 2 – 2 Marks
3) Question No.3 – 2 Marks
4) Question No. 4 – 2 Marks
5) Question No. 5 – 2 Marks

Part –B

Attend all Questions (5x8) =40 Marks (Internal Choice)

6) Question No.6
   a. Question-1 – 8 Marks a OR b
   b. Question-2 – 8 Marks
7) Question No.7
   a. Question-1 – 8 Marks a OR b
   b. Question-2 – 8 Marks
8) Question No.8
   a. Question-1 – 8 Marks a OR b
   b. Question-2 – 8 Marks
9) Question No.9
   a. Question-1 – 8 Marks a OR b
   b. Question-2 – 8 Marks
10) Question No. 10
   a. Question-1 – 8 Marks a OR b
   b. Question-2 – 8 Marks

Part – C

Case Study (Analysis) - 10 Marks

Students are required to analyze the case presented in the section

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6.1 Measurement of Credits Hours:

The following formula may be used for the credit calculation in general education component of the course:

i. General Education credit refers to a unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching [lecture or tutorial] or two hours of practical work/field work per week. Accordingly, one Credit would mean equivalent of 14-15 hrs of theory or 28- 30 hrs of workshop/ lab work.

ii. One Credit is equivalent to 14-15 periods of 60 minutes each, for theory, or 28-30 periods of 60 minutes for workshop/labs and tutorials.

iii. For internship/field work, the credit weightage for equivalent hours is 50% of that for lectures/tutorials.

iv.For self-learning, based on e-content or otherwise, the credit weightage for equivalent hours of study is 50% or less of that for lectures/tutorial

6.2 Continuous Improvement and Evaluation Process:

- □ Students will review their graded assessments within a specified timeframe.
- □ Feedback sessions will be scheduled to discuss assessment results and clarify grading rationale.
- □ Students are encouraged to assess their own work against provided criteria after receiving graded assessments.
- □ Students will confirm receipt of graded assessments, acknowledging that they have reviewed the feedback.
- □ A formal re-grading request process will be established for students to request re-evaluation or re-grading.
- □ Transparent rubrics will be communicated before assessments, providing clarity on expectations.
- □ Clear procedures will be in place for students to express concerns or appeal grades

6.3 Assessment for Practical Courses:

- The assessment for practical courses can take one of two modes: continuous or a combination of continuous and comprehensive evaluation.

- In courses utilizing both continuous and comprehensive assessment, the End Semester Examination (ESE) will adhere to the minimum required percentage of attendance as outlined earlier. This emphasizes the importance of regular attendance in courses where assessment is both continuous and comprehensive.

- For courses featuring independent practicals or projects, the assessment pattern may vary. This variation is based on the specific requirements and goals of each program, as designed and approved by the Board of Studies committee. The flexibility in assessment aims to align with the unique nature of practical components in different programs and ensures a tailored approach to evaluating students' practical skills and knowledge.

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7. Award of Grades for Seminars, Project Report and Viva Voce Examinations:

IV Semester Project:

Project Assessment for 150 Marks

Marks distributed for Project Assessment shall be as follows:

Internal Assessment

Research Design Seminar (III Semester)	1 Credit	25 Marks
Progress Seminar (III Semester)	1 Credit	25 Marks
IV Semester Project Assessment		
Dissertation	1 Credit	25 Marks
Final Presentation	2 Credits	50 Marks
Viva Voce during Final Presentation	1 Credit	25 Marks

8. Instructional Work Load for Theory, Practical Courses, Mentoring & Project Work:

Each of the Theory Courses of the MBA-Day Program shall have instructional workload of 4 periods of 60 Minutes duration per week in addition to mentoring and project work as specified in the course curriculum. The Instructional workload for each of the Practical and Lab Courses shall be 1 Period of 60 Minutes duration respectively per week. Tutorial for each subject shall be for one hour per week. All subjects must have one period of Tutorial each per week.

9. Tutorial:

Individual and Group assignments, Case Studies, Presentations, Quizzes, Book Reviews, Article Reviews, Management Games etc.

10. Evaluation System:

a. All courses of MBA Program will carry a Maximum of 100 Marks each.
b. Duration of the university examination for all the courses is 2½ hours each.
c. All the courses will have 60 marks for university end semester examination and 40 marks for internal examination (CCE).

The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA-Day Program

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11. Conduct of Examinations:

Examination will be conducted based on the existing rules of examination branch that are applicable to other PG Courses

12.Award of Degree and Division:

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded as per the University norms

Eligibility for admission to the ESE: A student must have at least 75% attendance in aggregate at the end of the semester. If any student fails to meet the 75% attendance requirement but has more than 65% attendance, in such a case, the student must pay a condonation fee with a proper reason for the shortfall in attendance.

a. The End Semester Examination (ESE) for theory courses will be conducted for 60 marks. The duration of an ESE is generally 2½ hours.
b. Possession of a hall ticket during the examination, along with the timetable and room allotment,is compulsory for the ESE. Hall tickets can be downloaded from the Student Login.
c. The registration number of the students is bar-coded, and it is pasted on the facing sheet of the answer booklet at the beginning of the examination

13. Readmission for Pursuing Additional Elective Courses:

A student can be given readmission for pursuing additional electives after completion of MBA program subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

a. The additional elective must be pursued in the same college in which the student studied and completed the MBA Program.
b. The admission must be done within four weeks of the commencement of the III Semester.

14. Total number of credits to be completed to be eligible for the award of MBA degree:

Total number of credits at the end of fourth semester (MBA-Day) = 24 + 26+26+26 = 102

15. Awarding Cumulative Grade Point Average (CGPA) and Semester Grade Point Average (SGPA):

15.1 Subject wise Grading

Grades shall be awarded to indicate the performance of students in each of subjects studied. Based on the percentage of marks obtained in both Continuous and Comprehensive Evaluation and End Semester Examination, a corresponding letter grade shall be given as shown in Table 1.

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15. 2. Grading System:

The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (ΣCP) securedfrom all subjects/courses registered in a Semester, by the total number of credits registered during that Semester. SGPA is rounded to two decimal places and is computed as

SGPA = For each Semester, ΣCP/Total no. of credits

Grades are awarded based on a relative grading system and University follows a 8 point grading system on a 10 point scale

Grading Scheme:

Table 1

Percentage	Grade	Grade point (10 pointscale)	
80-100	O	10	Outstanding
70-79	A+	9	Excellent
60-69	A	8	Very Good
55-59	B+	7	Good
50-54	B	6	Above Average
45-49	C	5	Average
40-44	P	4	Pass
<40	F	3	Fail
Absent	Absent	0	Ab

The pass criteria for the successful completion of programme, shall be as follows

a. Minimum of 40% aggregate marks in the CCE of a course
b. Minimum of 40% in the ESE of a course.
c. Minimum 50% aggregate in each Semester

A student who has obtained an 'F' grade in any subject shall be deemed to have 'failed' and is required to reappear as a 'supplementary student' in the End Semester Evaluation, as and when offered. In such cases, internal marks in those subjects shall remain the same as those obtained earlier.

To a student who has not appeared for an examination in any subject, 'Ab' grade shall be allocated in that subject, and he/she is deemed to have 'failed'. A student shall be required to reappear as a 'supplementary student' in the End Semester Examination, as and when a student earns grade point (GP) in each subject/course, on the basis of the letter grade secured in that subject/course. The corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/course as shown below.

Credit points (CP) = grade point (GP) x credits

For a subject/course a student passes the subject/course only when GP ≥ 4 ('P' grade or above)

15.3 Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative

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performance of a studentin all semesters considered for registration. The CGPA is the ratio of the total credit points secured by a studentin all registered courses in all semesters, and the total number of credits registered in all the semesters. CGPA is rounded off to two decimal places. CGPA is thus computed from the I year II semester onwards at the end ofeach semester.

Computation of SGPA and CGPA are done using the procedure listed above. For Final % of Marks equivalentto the computed final CGPA, as:

% of Marks = (final CGPA – 0.5) x 10.

16. Evaluation and Results:

a. The evaluation process for answer scripts in the End Semester Examination (ESE) is centralized and conducted impartially. This means that the assessment is carried out in a centralized manner, ensuring objectivity and fairness. Evaluators, without knowledge of the students' identities, review the answer scripts, maintaining a blind-folded approach to eliminate biases. This approach is designed to uphold fairness and consistency in the grading process across all students participating in the ESE.

b. In the Postgraduate (PG) program courses, a single examiner conducts the evaluation process, assigning marks to candidates. If a student raises discrepancies in the assigned marks, the system initiates a second evaluation to ensure accuracy and fairness

c. After completing the examinations, the system promptly announces semester results within 30 days from the date of the last examination. This timely disclosure furnishes students with feedback on their academic performance.

d. It's noteworthy that a minimum pass mark of 40% is set for each course, considering the combined performance in Continuous Assessment (CA) and the End Semester Examination (ESE). This standard ensures a comprehensive evaluation and establishes a benchmark for the successful completion of the courses.

17. Backlog Examinations:

a. If a student fails in any one or more courses of the End Semester Examination (ESE) in any semester, they are permitted to appear for the backlog examinations in the subsequent semester.
b. A repeating student has a maximum of three chances, including the first chance, with the same syllabus/curriculum. If the student fails to clear the course in three chances, subsequent attempts will be based on the syllabus applicable to the course for the relevant academic year.
c. The maximum duration to complete a program is two years beyond the prescribed minimum duration.
d. To apply for a repeat examination, a student must submit their application through theirconcerned Principal by the specified deadline.
e. All notifications regarding backlog examinations will be announced on the University website at least 15 days before the commencement of the examinations.

18. Repeating CCE for improvement:

a. Students who have completed all the semesters of their program but failed to graduate due to a

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low score in CCE in a specific course can apply for CCE repeat, as notified on the University website.

b. Final-semester students who failed in any course in previous semesters due to low scores in CCE can apply for CCE repeat, as per the notification on the University website.
c. Applicants should submit the filled form through the Head of the Department to the Principal of the college in person.
d. After document verification and fee payment by the applicant, the application will be forwarded to the office of the Controller of Examinations for further processing.
e. The maximum number of courses allowed for CCE repeat at a time is two.
f. If a course has been revised or replaced in the changed syllabus, the student must complete the syllabus applicable to them.
g. In CCE repeat, the applicant must complete all four components of the CA under the supervision of a teacher assigned by the department.

19. Re-evaluation/ Re-totalling:

a. Re-evaluation/Re-totalling of answer scripts is permissible for PG students covered under CCE. This option extends to both regular and backlog examinations.
b. Students intending to pursue Re-evaluation/Re-totalling must submit their applications through the Principal to the Controller of Examinations within the designated time frame.
c. If there is any alteration in marks as a result of Re-evaluation/Re-totalling, the student will be accorded the benefit of the higher marks, whether awarded before or after the re-totalling process.
d. In the context of Re-evaluation/Re-totalling, the recalculated marks will be deemed final.

The outcome of the re-totalling process will typically be disclosed within one month from the concluding date for applications.

20. Make-up / Instant Exams

Make-up / Instant examinations will be conducted for IV semester outgoing students within one month from the date of declaration of results

21. General Clause:

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Osmania University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations. This includes Plagiarism rules notified by the University

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MBA Year-I Semester –I

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+SEE)
MB101	Management & Organizational Behaviour	Core	4	4Th + 1 Tu	40+60
MB102	Accounting for Management	Core	4	4Th + 1 Tu	40+60
MB103	Marketing Management	Core	4	4Th + 1 Tu	40+60
MB104	Statistics for Management	Core	4	4Th + 1 Tu	40+60
MB105	Economics for Managers	Core	4	4Th + 1 Tu	40+60
MB106	IT Applications for Management	Core	4	3Th+2P	40+40+20P*
Total credits at the end of I Semester			**24**		**600**

- **HPW – Hours Per Week**
- **CCE – Continuous and Comprehensive Evaluation**
- **ESE – End Semester Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

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MBA Year-I Semester –II

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+SEE)
MB201	Human Resources Management	Core	4	4Th + 1 Tu	40+60
MB202	Financial Management	Core	4	4Th + 1 Tu	40+60
MB203	Operations Research	Core	4	4Th + 1 Tu	40+60
MB204	Entrepreneurship Development	Core	4	4Th + 1 Tu	40+60
MB205	Business Research Methods	Core	4	4Th + 1 Tu	40+60
MB206	Business Law and Ethics	Core	4	4Th + 1 Tu	40+60
MB207	Seminar Presentation *	Core	2		Grade
Semester Credits			**26**		**600**
Total Credits at the end of II Semester			**50**		**1200**

- **HPW – Hours Per Week**
- **CCE – Continuous and Comprehensive Evaluation**
- **ESE – End Semester Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

***Seminar should be evaluated for 50 marks and then converted to Grade.**
*** Student Seminars will be done by students on Semester I and II subjects.**

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I - SEMESTER

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SEMESTER-I

PAPER CODE – MB101

Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objectives:

1. Introduce the concepts and theories of management
2. Analyze human perceptions and behavior at work place.
3. Offer insights in contemporary situations for organizational settings.
4. Evaluate effective leadership strategies and functions
5. Enhance managerial and team work skills
6. Design workforce and build HR driven strategies

Course Outcomes:

1. Comprehensive understanding ofmanagement principles
2. Understanding of organizational functions in their respective settings
3. Gain insights into individual, inter-personal and group actions in organizations.
4. Demonstrate improved decision making skills
5. Develop and sustain winning organizations
6. Help deal effectively with people resourcing and talent

Unit-I: Management Philosophy and Approaches:

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

Unit-II: Organizational Design, Structure and Decision Making:

Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision making models, QWL. Quality Circle. Emerging Organizational Architectures.

Unit-III: Organizational Behavior:

Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Cognitive Dissonance, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Attitudinal Genesis in Mentoring, Motivation - Content and Process Theories.

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Unit -IV: Group Dynamics and Leadership:

Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models, Work life balance. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.

Unit-V: Emerging aspects of OB:

Organization culture and Organization climate. Stress Management and Counseling, Management of change and Organization development. Communication Process. Organizational Citizenship Behaviour. Organizational Behaviour Modification. Behavioural Entropy in Learning Organization, Behavioural Metrics in Effective Organization.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, "Organizational Behaviour", Prentice Hall.
4. Fred Luthans, "Organizational Behaviour", McGraw Hill International Edition.
5. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press
6. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Robbins & Judge, Organizational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, Management and Organizational Behaviour, Pearson
9. Ashwathappa, Organizational Behaviour, HPH, Hyderabad
10. L M Prasad, Management Principles and Practices, S. Chand Publications, New Delhi.

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SEMESTER-I
PAPER CODE – MB102
Course: ACCOUNTING FOR MANAGEMENT

Course Objectives:

1. To gain knowledge of the process, principles and conventions of accounting
2. To develop skill for preparation of final accounts
3. To gain understanding of breakeven analysis and its use in management
4. To evaluate financial statements and their applications
5. To examine changes in financial position and operating cycle
6. To identify the accounting process based on current practices

Course Outcomes:

1. To compute Journal, Ledger, Trial Balance and Final Accounts
2. Evaluate performance of companies using Ratio Analysis
3. Analyze Cash Flow position of companies and its applications
4. Make use of funds in assessing long term financial decisions
5. Choose optimum inventory valuation method as per requirements
6. Apply accounting principles to practical scenarios and study their implications

Unit - I: Introduction to Financial Accounting

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting, Balancing and Preparation of Trial Balance (Including Numerical Problems) - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II: Preparation of Final Statements

Distinction between capital and revenue expenditure; Depreciation concept and methods. Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors, and voluntary disclosures

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Unit – III: Financial Statement Analysis

Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios, activity/turn over ratios, Profitability ratios, leverage and structural ratios (Including Numerical Problems)- Advantages and disadvantages; common size statement analysis.

Unit – IV: Cash Flow Statement

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numericals)

Unit – V: CVP Analysis

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

Suggested Readings:

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata McGraw Hill Publishing, Pvt Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, South Western, Cengage Learning.
8. Jawaharlal and Seema Srivastava, "Financial Accounting: Principles and Practice,", S.Chand
9. S.P. Jain and K. L. Narang, "Cost Accounting, Principles and Methods", Kalyani Publishers, Ludhiana
10. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi.

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SEMESTER-I
PAPER CODE – MB103
Course: MARKETING MANAGEMENT

Course Objectives:

1. To impart the basic tools of marketing and selling
2. To analyze factors affecting business environment and buyer behavior.
3. To analyze markets and competitive structures
4. To assess the value of culture in marketing decisions and make student aware of global changes.
5. To conduct market research and analysis to identify buyer needs
6. To interpret metrics and analytics to measure market performance

Course Outcomes:

1. Equip students with marketing and selling skills of modern environment.
2. Understand that buyer behavior and perceptions are key for success of businesses
3. To decide if Channel Dynamics involved in marketing can be assessed for better control
4. Develop an understanding of core concepts and theories of marketing
5. Use various tools and techniques to gather and interpret data
6. To analyze and summarize market entry strategies

Unit – I: Origin of Marketing:

Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company's Micro and Macro Environment – Interface with other functional areas.

Unit – II: Market Segmentation:

Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation Strategies, Product Positioning, Positioning Strategies, Building customer Value, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand, Competitive Strategies.

Unit – III: Designing Marketing Program:

Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix – Advertising, Social Media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing.

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Unit – IV: Consumer & Industrial Markets:

Classification of Products, Consumer Behavior, Seven Os Structure, Factors affecting Consumer Behavior, Model of Buyer Behavior, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behavior, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of I C T in Service Marketing.

Unit – V: Marketing Control & Consumerism:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Digital Marketing, optimization of Digital channels, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums.

Suggested Readings:

1. Philip Kotler, "Marketing Management", Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, "Marketing Management" Pearson Education.
3. William J. Stanton, "Fundamentals of Marketing", McGraw Hill Publications.
4. Tapan K Panda, "Marketing Management", Excel Books.
5. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective Indian ContextMacmillan India Ltd.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
7. Ashwatappa , Principles of Marketing" Himalaya Publishing House, New Delhi
8. Paul Baines, Chris fill, Kelly Page, "Marketing Management", Oxford University Press.
9. Roger J. best, "Market-Based Management", PHI Learning Pvt. Ltd.
10. Kurtz & Boone, "Principles of Marketing", Cengage Publications.

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SEMESTER-I
PAPER CODE – MB104
Course: STATISTICS FOR MANAGEMENT

Course Objectives:

1. To introduce descriptive statistics to gain knowledge of business
2. Understand sampling theory for small and large samples
3. Study concepts related to Correlation and Regression
4. Analyze advanced statistical concepts and their utility
5. To discuss various data collection methods in statistics
6. Examine statistical methods to formulate and test hypotheses

Course Outcomes:

1. Gain a clear understanding of fundamental statistical concepts
2. Apply various statistical techniques to analyze data sets
3. Equip learners with quantitative tools and techniques
4. Enable learners to calculate and interpret descriptive statistics
5. Understand the significance of correlation and regression tools
6. Provide a clear idea of sampling theory

Unit – I: Introduction to Statistics

i.) Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.

ii.) Introduction to probability – Concepts and Definitions of Probability – Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.

iii.) Bayes' theorem and its applications.

Unit – II: Probability Distribution

i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.

ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.

iii.) Continuous Probability Distributions – Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

Unit – III: Sampling

i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non-Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.

ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.

iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test or two SD's.

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Unit - IV: Tests of Hypothesis

i.) Small Sample Tests- t- Distribution –properties and applications, testing for one and two means, paired t-test.

ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).

iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit - V: Correlation and Regression

i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.

ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.

iii.) Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", Pearson.
2. Gupta S.C, "Fundamentals of Statistics", HPH.
3. Keller, G, "Statistics for Management", Cengage Learning.
4. Amir D. Aczel and Jayavel Sounder Pandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", Cambridge.
6. J.K Sharma, "Business Statistics", Pearson.
7. Arora PN & others, "Complete Statistical methods", S. Chand.
8. Beri, GC, "Business Statistics", TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", PHI.

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SEMESTER-I
PAPER CODE – MB105
Course: ECONOMICS FOR MANAGERS

Course Objectives:

1. To familiarize learners with Economic concepts and techniques
2. To understand the environment Business firms operate in
3. To know the impact of demand conditions and economic policies.
4. Study the impact of market conditions on economic variables
5. To evaluate market conditions and competitive dynamics for business opportunities
6. To study the role of economics in business performance

Course Outcomes:

1. Students can learn micro factors of economic behavior of consumers
2. Assess opportunities and threats faced by a business
3. Better understand the nature of products and demand conditions that can be used in decision making.
4. Apply economics to real world business for making informed decisions
5. Develop skills in forecasting techniques
6. Enhance critical thinking to identify economic challenges

Unit – I: Introduction to Economics

Introduction to managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Use of Econometric Models.

Unit – II: Economic Theories

Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Demand Estimation for Firm & Industry, Demand Forecasting Methods.

Unit – III: Theories of Production

Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Iso-cost Curve – Equilibrium – BEP Analysis (Numeric).

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Unit – IV: Economic Markets

Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees (AMCs), Price Determination under different market structures.

Unit – V: Macro Economics and Budgeting

Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Keynesian Theory & Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Fiscal policies – Budget – Current Budget.

Suggested Books:

1. Dominik Salvatore, "Managerial Economics", Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, "Managerial Economics", Pearson Publication.
3. D.M. Mithani, "Managerial Economics", Himalayan Publishing House.
4. Joel Dean, "Managerial Economics", Tata McGraw Hill.
5. R.L. Varshney, K.L. Maheshwari, "Managerial Economics", Sultan Chand Publications.
6. P L Mehata, "Managerial Economics", S. Chand Publishing.

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SEMESTER-I
PAPER CODE – MB106
Course: I.T APPLICATIONS FOR MANAGEMENT

Course Objectives:

1. To provide real-time insights into the fundamentals of computers as a business tool
2. To study the role and value addition of Information Technology in business
3. To enable students to develop proficiency in using certain components of the package like MS Excel and MS Access
4. Develop critical thinking skills to analyze complex IT management challenges
5. Stay up-to-date with the latest trends and innovation in information technology
6. Develop learning and understanding of changing IT scenarios

Course Outcomes:

1. Students can work in IT field to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organization.
3. Students can streamline work processes and improve business process in the organization.
4. Enhance decision making to cater to the field of IT and management
5. Manage organizational change related to IT initiatives
6. Helps develop Key Performance Indicators in the field of IT

Unit – I: Information Systems and Management:

Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business

Unit – II: Emerging Trends in IT:

Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G,

Unit – III: Communications and Networks:

Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks, Computer Network Models, Applications of Communications**:** Definition, Internet - Overview of Internet, Architecture and Functioning of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms.

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Unit – IV: Functional Areas of Information Systems:
Management Levels and Functional Systems, Manufacturing, Production, Sales and Marketing Systems, Accounting, Finance and HR Systems, **Enterprise Systems and Applications:** Concepts of ERP, SCM, CRM, CPFR, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT).

Unit – V: Security and Ethical challenges in IT:
Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

Suggested Books:

1. Lucas, Henry C. Jr. "Information Technology for Management", McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, "Information Technology for Management - Advancing Sustainable, Profitable Business Growth", Wiley
3. Chandramouli, Subramanian, Asha George, " Blockchain Technology" University Press, 2022
4. Anita Goel, "Computer Fundamentals", Pearson Publishing
5. B. Muthukumaran, "Information Technology for Management", Oxford
6. Westerman, George, et al.," Leading Digital: Turning Technology into Business Transformation", Harvard Business Publishing.
7. Williams, B. K., & Sawyer, S. C., "Using information technology: A practical Introduction to Computers & Communications", McGraw Hill Education.

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SEMESTER-I
PAPER CODE – MB 106
Course: ITAM COMPUTER PRACTICAL

Unit – I: MICROSOFT EXCEL:

Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.

Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.

Unit – II: MICROSOFT ACCESS:

Creating a database and tables by different methods - Data types - Inserting and Modification of Data - Sorting, Filtering and Displaying data; Creating and querying forms; Creating & Printing Reports and labels.

Unit – III: DBMS:

Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.

Suggested Books

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, IndianEdition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena," A First Course in Computers - Based on Windows Office XP", SecondEdition - Vikas Publishing House.
5. P.Sudharsan & J. Jeyaalan, "Computers Systems & Applications", Jaico Student Edition -Jaico Publshing House.
6. D. P. Apte, "Statistical Tools for Managers- Using MS Excel", Excel Books

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II - SEMESTER

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SEMESTER - II
PAPER CODE: MB201

Course: HUMAN RESOURCE MANAGEMENT

Course Objectives

1. To gain a strong understanding of Human Resource Management
2. To learn diverse Human Resource Management approaches and practices.
3. To develop skills to identify and evaluate potential employees.
4. To valuate competencies of employees effectively.
5. To understand the significance of talent acquisition in organizational success.
6. To apply HR principles for informed decision-making in real-world scenarios.

Course Outcomes:

1. Developing individuals into valuable Human Resources.
2. Cultivating globally competent HR managers.
3. Fostering agility in the workforce to drive innovation.
4. Enhancing HR leadership skills with a global perspective.
5. Promoting innovation within business organizations.
6. Transforming individuals into strategic assets for organizations

Unit - I: HRM Evolution:
Functions of HRM, Typology, system & matrix of HR. HRM models, Aligning HR strategy with Corporate strategy, HRIS, e-HRM, HRMS, Strategic HR metrics & Interactive HR Dashboards, Humane Values & Competency Framework for innovative HR. Measure of Human Assets Potential. Human Capability Management. Survival Capacity Building for Pandemics & Disruptive Technologies.

Unit - II: HR Planning & Design:
Traditional, Functional & Strategic Job analysis, Position analysis questionnaire, Work Connectivity Index, Threshold traits analysis. Job Design & Redesign. Job evaluation: Competency Modeling, Cognitive task analysis. Performance Appraisal, HR Planning: Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing.

Unit - III: HR Training & Development:
Training needs analysis. Off-the-job training: Vestibule, Simulation, Case study, Design thinking, Behaviour Modeling, Business Games, Adventure and Action Learning. On-the-job training: Job instruction, Job rotation, Apprenticeship, Demonstration, Psychodrama & Role Play. HRD, HR Accounting: Lev and Schwartz, Flamholtz and Hermanson's Models. HR Audit: Philips RoI model. Career planning model. Employee Development & Transition. MDP.

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Unit - IV: Effective HR Systems:

Code of Conduct, Discipline & Ethics, Group dynamics, Learning Organization, QWL, Standing Orders, Strategic Rewards & Compensation Management, Employer Branding, Employee Value Proposition. Grievance redressal, Stress Management, Psychological Contract: Employee Engagement, Involvement & Loyalty. Peak Performance modeling for Human Capability, Human Capability & Human Competency.

Unit - V: Emerging HR Trends:

Workforce Diversity, Inclusivity & Equity. HR analytics, Empowering skills by Emotional Intelligence, Work life conflicts & integration. International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. Intelligent tutoring systems. Organizational Change, Design, Effectiveness & Development. Professional & Psychological Counseling for Pandemics, Job loss, Mergers & Acquisitions.

Suggested Books:

1. David Lepak, Mary Gower, Human Resource Management, Pearson.
2. Paul Banfield, Rebecca Kay, Human Resource Management, Oxford.
3. Decenzo, Human Resource Management, Wiley.
4. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource, TMH.
5. Gomez Mejia et.al, Managing Human Resource, PHI.

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SEMESTER-II
PAPER CODE – MB 202
Course: FINANCIAL MANAGEMENT

Course Objectives:

1. Understand the scope and goal of financial management.
2. To appraise learners with concepts of long-term and short-term investment decisions.
3. To understand the financial decisions of firms.
4. To acquire knowledge of fundamental financial management principles.
5. To explore investment options for both short and long-term scenarios.
6. To gain insights into impact of dividend policies of firms.

Course Outcomes:

1. Gain an understanding of the concepts of financial management
2. To obtain insight into corporate practices related to inventory and dividend policies.
3. To study the impact of corporate events, including mergers, acquisitions, alliances, and their implications.
4. To develop proficiency in optimizing cash flows through project appraisal techniques.
5. To apply corporate policies effectively, particularly in the areas of inventory and dividends.
6. To analyze and strategize corporate growth by considering various financial management techniques

Unit – I: The Finance function:
Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

Unit – II: The Investment Decision:
Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

Unit – III: The Financing Decision:
Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

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Unit – IV: Current Assets Management and Dividend Decision:

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter, and Lintner. A brief discussion on dividend policies of Indian companies.

Unit – V: Corporate Restructuring and Corporate Governance:

Corporate Mergers, acquisitions and takeovers: Types of mergers, Economic rationale of Mergers, motives for mergers; financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

Suggested Books:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", Thomson South-Western.
3. Ross Westerfield Jaffe, "Corporate Finance", TMH Publishers
4. Vishwanath S. R., "Corporate Finance: Theory and Practice", Sage Publications.
5. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGrawHill,
6. I. M. Pandey, "Financial Management", Vikas Publishing House.
7. Sudershana Reddy, "Financial Management", HPH.
8. Rajiv Srivastava and Anil Misra, "Financial Management", Oxford Higher Education.

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SEMESTER-II
PAPER CODE – MB 203
Course: OPERATIONS RESEARCH

Course Objectives:

1. To provide an overview of Optimization Techniques for problem solving and decision making.
2. To introduce Linear Programming problem (LPP) for business planning.
3. To explore network concepts and techniques including PERT and CPM.
4. To examine quantitative competitive strategy models such as game theory, simulation, and queuing theory.
5. To equip students with problem-solving skills using various optimization methods.
6. To enhance decision-making abilities in diverse business scenarios through optimization techniques and competitive models.

Course Outcomes:

1. To enable the formulation of real-life organizational situations in a quantitative manner.
2. To facilitate the development of strategies for optimal resource utilization
3. To equip learners with the skills to apply operations research tools for decision-making.
4. To foster the ability to express real-world problems in quantitative terms.
5. To empower the optimization of resource allocation across various organizational scenarios.
6. Develop and run simulation techniques to understand complex processes and their working

Unit – I: Introduction

i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems.
iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit – II: Allocation Model - I

i. LPP - Simplex Method- Solution to LPP problems Maximization and Minimization cases Optimality conditions. Degeneracy.
ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
iii. Sensitivity analysis and its implications.

Unit – III: Allocation Model - II

i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
iii. Travelling salesman problem, Managerial applications of AP and TSP.

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Unit – IV: Network Models

i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Unit – V: Waiting Line / Competitive Strategy Models

i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2 x n) games.
iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

Suggested Books:

1. N.D. Vohra, "Quantitative Techniques in Management", TMH.
2. J.K. Sharma, "Operations Research Theory and Applications, Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", Pearson.
6. Pannerselvam, R, "Operations Research", PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, "Operations Research Principlesand Practice", John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", TMH.
10. Prem Kumar Gupta & others, "Operations Research", S. Chand.

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SEMESTER-II

PAPER CODE – MB 204

Course: ENTREPRENUERSHIP DEVELOPMENT

Course Objectives:

1. To teach students the importance of entrepreneurship.
2. To inspire and motivate students to engage in entrepreneurship.
3. To educate students about entrepreneurial environment.
4. To provide training in the creation of a business plan.
5. To foster the development of an entrepreneurial mindset in students.
6. To equip students with the necessary skills to initiate entrepreneurial endeavors

Course Outcomes:

1. To enable students to discern the cues and motives behind entrepreneurship.
2. To provide students with knowledge about different types of enterprises and their growth patterns.
3. To prepare students with an entrepreneurial mindset through entrepreneurship education.
4. To facilitate an understanding of the problems and perspectives associated with entrepreneurship.
5. To equip students to identify opportunities and challenges in entrepreneurship.
6. To foster a comprehensive understanding of the entrepreneurial landscape.

Unit – I: Entrepreneur and Entrepreneurship:

Understanding Concept of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneur, Types of Entrepreneurs, Recent Trends in Entrepreneurship Development, Role of Entrepreneurship in Economic development in India; Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

Unit – II: Factors affecting entrepreneurial growth:

Economic Environment – Economic, Non- Economic and Psychological factors – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship; Entrepreneurial Motivation, Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops; Entrepreneurship Development Programs (EDPs) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

Unit – III: Idea generation and evaluation:

Idea Generation strategies, Entrepreneurial Opportunity Recognition and Evaluation; Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development. Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

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Unit – IV: Social Entrepreneurship:

Meaning, definition; Characteristics of Social Entrepreneurship - Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship, Mindset and motivations of Entrepreneur, Qualities and Skills of Social Entrepreneur, The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and Opportunity) frame work, The Social Entrepreneurship Frame work; Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector.

Unit – V: Writing a business plan:

Meaning and significance of a business plan, components of a business plan, Iterating the MVP, Digital Presence for Ventures, Guidelines for writing BP, pre- requisites from the perspective of investor. Business Models, Business Model Canvas.

Suggested Readings:

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Vasanth Desai, Small Scale Industry and Entrepreneurship, Himalaya Publishing House,Hyd.
4. A. Sahay and A. Nirjar, Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. S. R Bowmick & M. Bhowmik, Entrepreneurship, New Age International Books.
8. Morse E.A Mitchel, Cases in Entrepreneurship, Sage Publishers.
9. Raj Aggarwal, Business Environment, Excel Books New Delhi.
10. Donald G Kurato and Richard M Hodgetts, Entrepreneurship, Thompson Publications.
11. Ramachandran , Entrepreneurship Development, McGraw Hill
12. Katz , Entrepreneurship Small Business, McGraw Hill
13. Byrd Megginson, Small Business Management An Entrepreneur's Guidebook 7th ed,McGraw Hill
14. Fayolle A, Entrepreneurship and new value creation, Cambridge, Cambridge University Press
15. Hougaard S., The business idea. Berlin, Springer
16. Lowe R & S Mariott, Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann
17. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

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SEMESTER -II
Paper Code – MB 205
Course: BUSINESS RESEARCH METHODS

Course Objectives:

1. To involve students in activities related to research.
2. To train students on data collection and data processing methods.
3. To impart report-writing skills to build better business models.
4. To cultivate a research-oriented mindset in students.
5. To equip students with proficiency in handling data.
6. To enhance students' ability to construct effective business models through applied research

Course Outcomes:

1. To understand various kinds of research designs and methods.
2. To enable learners to formulate the research problem and analytical approaches.
3. To acquire knowledge of qualitative and quantitative research for understanding changing market behavior.
4. To master research techniques for data collection and analysis.
5. To apply research skills effectively in practical scenarios.
6. To make a critical assessment of research contributions in the field of management

Unit – I: Introduction to research

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design, Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

Unit – II: Research process & data collection

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – Pre-Test.

Unit – III: Scaling and measurement

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

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Unit – IV: Data analysis and statistical techniques

Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.

Unit – V: Report design, writing, and ethics in business research

Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

Suggested Books:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari ,Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata Mc Graw Hill, New Delhi.
7. Creswell, J. W., Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
8. Charmaz, K., Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
9. G. C. Beri, Marketing Research, Pearson Education, New Delhi.
10. Kothari, Research Methodology, S. Chand Publication, New Delhi.

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SEMESTER-II

Paper Code – MB 206

Course: BUSINESS LAW AND ETHICS

Course Objectives:

1. To introduce the legal aspects of business from national and International perspectives.
2. To impart knowledge on trade agreements and trade partnerships.
3. To offer insights into ethical considerations in business entities and their societal responsibilities.
4. To develop a foundational understanding of business law.
5. To explore international trade regulations and practices.
6. To foster fair decision-making within the business context.

Course Outcomes:

1. To achieve a comprehensive understanding of business law.
2. To create knowledge of legal and ethical considerations for business integrity.
3. To enable learners to gain awareness of provincial and international business law in a changing scenario.
4. To master the principles of business law
5. To apply legal concepts to real-world business situations.
6. To adapt to changing legal and ethical landscapes in business environments.

Unit - I: Law of Contracts:

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent- Legality of Object - Performance of Contract – Remedies for breach of Contract.

Unit - II: Law relating to Special Contracts:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

Unit - III: Companies Act, 2013:

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders and their meetings - Board meetings -Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers.

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Unit - IV: Consumer Protection and other Essential Laws:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.

Unit - V: International Business Law and Business Ethics:

Law of Export - Import Regulation; International and Comparative Commercial Arbitration, Ethical and Value based Considerations in Business, Need and justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

Suggested Readings:

1. M.C. Kuchchal, Vivek Kuchchal, "Mercantile Law", Vikas PublishingHouse Pvt. Ltd.
2. Akhileshwar Pathak, "Legal Aspects of Business", Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", HPH.
4. C. Rama Gopal, "Export Import Procedures – Documentation andLogistics", New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, "Land Policies in India: Promises, Practices and Challenges", Springer Nature.
6. S.R. Myneni, "International Trade Law: International Business Law",Allahabad Law Agency
7. Margaret L. Moses, "The Principles and Practice of InternationalCommercial Arbitration", Cambridge University Press.
8. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Co.
9. PPS Gogna, "A Text Book of Company Law", S. Chand
10. Marianne Moody Jennings, "The Legal, Ethical and Global Environment of Business", South western Cengage learning, New Delhi.

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SEMESTER-II
Paper Code – MB 207
Seminar Presentation

Credits: 2 **Marks: 50**

*****Seminar should be evaluated for 50 marks and then converted to Grade.

* Student Seminars will be done by students on Semester I and II subjects.

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University with potential for Excellence(Accredited by NAAC A+ Grade) Category Graded Autonomy by UGC

III - SEMESTER

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MBA (Day) Course Structure and Syllabus as per AICTE guidelines with effect from 2024-25

MBA Year-II Semester–III

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+ESE)
MB301	Operations Management	Core	4	4Th + 1 Tu	40+60
MB302	E- Global Business	Core	4	4Th + 1 Tu	40+60
MB303	Total Quality Management	Core	4	4Th + 1 Tu	40+60
	Finance				
MB304-F-I	Investment Analysis & Portfolio Management	Elective	5	4Th + 1 Tu	40+60
MB304-F-II	Banking & Insurance	Elective	5	4Th + 1 Tu	40+60
	Marketing				
MB304-M-I	Marketing Engineering	Elective	5	4Th + 1 Tu	40+60
MB304-M-II	Advertisement and Retail Management	Elective	5	4Th + 1 Tu	40+60
	Human Resources				
MB304-HR-I	Compensation Management	Elective	5	4Th + 1 Tu	40+60
MB304-HR-II	Industrial Relations and Labour Laws	Elective	5	4Th + 1 Tu	40+60
	Entrepreneurship				
MB-304-E-I	Project Management & Business Plan	Elective	5	4Th + 1 Tu	40+60
MB304-E-II	Innovation & Design Thinking	Elective	5	4Th + 1 Tu	40+60
	Systems with Business Analytics				
MB304-S-I	Data Base Management	Elective	5	3Th + 2P	40+40+20P
MB304-S-II	Systems Business Analytics	Elective	5	4Th + 1 Tu	40+60
MB 305	Case Study		2		50
MB 306	Research Design		1		25
MB 307	Progress Seminar		1		25
Semester Credits			**26**		**600**
Total Credits at the end of III Semester			**76**		**1800**

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*__Research Design and Progress Seminar should be evaluated for 25 marks each and then converted to Grade.__

Two Case Studies will be conducted both for Core and Elective. Presentations may be conducted in Teams. Evaluation must be done on the basis of participation, conceptual knowledge, team cohesiveness, analytical skills, discussion and presentation skills. **Each Case study should be evaluated for 25 Marks.**

- **HPW – Hours Per Week**
- **CCE – Continuous Comprehensive Evaluation**
- **ESE – End Semester Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P - Practical**

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SEMESTER-III
PAPER CODE – MB301
Course: OPERATIONS MANAGEMENT

Course Objectives:

1. To provide an extensive introduction to the field of operations management.
2. To explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to building of adequate knowledge regarding the basic manufacturing facilities
3. How service activities have attained significance and need managerial skills to address the problem and build competitive advantage for the firm. Further
4. To introduce various optimization techniques with managerial perspective.
5. To understand maintenance management operations

Course Outcomes:

1. Understanding of the evolution of operations management practices and world class manufacturing processes
2. Define the importance /Planning organizing and controlling aspects of operations management,
3. Enhances the understanding of product development and design process, to maintain the economies in maintenance engineering.
4. Ability to plan and control the production and operations, and overcome bottlenecks
5. Provides insight to Quality management tools and practices.

UNIT-I: Introduction to Production and Operations Management

Introduction, Objectives, Scope and Differences among Production and Operations Management. Historical evolution of Production and Operations Management.
Characteristics of Modern Operation functions. Recent trends in Production and Operations Management. Operations Management interaction with other functional areas of management. The transformation Process: Manufacturing, Service and Hybrid Agile Manufacturing.

UNIT-II: Operations Planning

PPC Introduction, Objectives, Basic types of Production Control, Capacity planning, Capacity Requirement,
Resources aggregate planning, MPS, MRP-I, MRP-II, Economic Batch quantity, Lean operations, JIT, Line balancing, ERP.

UNIT-III: Designing and Managing Operational systems

Introduction to product design, importance, objective, factors influencing, characteristics of good product design. Process design and selection, process planning, process strategy, product life cycle versus process life cycle.
Work Study, Method Study, Time study, Motion Study and work measurement. Facility location, Facility layout, types of layouts, Job Sequencing, Johnson's Algorithm, n jobs two machines, n jobs three machines, n jobs m machines, (Problems) Scheduling,

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UNIT-IV: Productivity, Quality and Maintenance Management

Productivity, importance, measurement of productivity, tools to increase productivity, factors affecting industrial productivity, TQM, essentials, principles, scope and ISO standards basics. Statistical Quality Control (SQC), Control charts for variables and attributes (Problems).
Break Down Maintenance, Preventive Maintenance, Replacement of machines, Replacement Models. when money's worth is not considered in capital cost of the Asset, when money's worth is considered in capital cost of the Asset, Individual and Group replacement (problems)

UNIT-V: Inventory Control and Stores Management

Role and Importance of inventory, Inventory planning and control, Inventory decisions - Economic Order Quantity (EOQ), Selective Inventory Control, Safety Stock and Reorder Level and Inventory models-Inventory analysis and control systems: ABC, (Problems) VED, FNSD analysis, Just In Time (JIT)
Stores Management: Functions of stores and Materials control. Classification, codification, simplification and standardization of materials, Bin card, Double-Bin and stores Ledger. Evolution of Computer Based Stores Management and emerging trends in stores management.

Suggested Books:

1. Nigel Slack, Stuart Chambers and Robert Johnston, "Operations management", Prentice Hall, Sixth edition
2. Panner Selvem, "Production and operations management", Prentice Hall of India
3. Upendra Kachru, "Operations management", Excel Publications.
4. Martin K. Starr, "Production & Operations management, Wiley India, New Delhi.
5. Buffa, S. Elwood and Sarin, K. Rakesh - Modern Production/Operations Management, John Wiley & Sons.
6. Chunnawals, "Production & operations management", Himalaya Publications.
7. Kanishka Bedi, "Production & operations management", Oxford University Press.
8. Adam EE & Ebert RJ , "Production and operations management", 6th ed., Prentice hall of India.
9. Chary, S.N. - Production & Operations management, New Delhi, Tata McGraw Hill
10. Manoj Kumar Sarkar - Production & Operations Management, Jaico Publisher.
11. P. Rama Murthy - Production and Operations Management, new age international.
12. Gaither N. and Frazier, G., Operations Management, ed. ix, Thomson.

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SEMESTER-III
PAPER CODE: MB 302
Course: E-GLOBAL BUSINESS

Course Objectives:

1. To understand the fundamentals of e-commerce and its impact on global business.
2. To explore the challenges and opportunities associated with conducting business in a digital environment.
3. To analyse the strategies and technologies used in e-global business.
4. To develop critical thinking and problem-solving skills in the context of e-global business.
5. To identify the challenges in e-Global operations

Learning Outcomes:

1. Identify and explain the key concepts and principles of e-global business.
2. Describe the impact of e-commerce on global business operations.
3. Analyse and develop strategies for conducting business in a digital environment.
4. Apply critical thinking skills to solve problems and make informed decisions related to e-global business.
5. Evaluate the emerging trends in e-global business

Unit 1: Introduction to e-Global Business

Introduction to e-commerce and its evolution, Globalization and the digital economy, Benefits and challenges of e-global business, Global market entry strategies, Digital transformation and its impact on global business, Evolution of online marketplaces and their role in e-global business, The role of technology and innovation in driving e-commerce growth, Regulatory and legal frameworks governing e-global business, The role of artificial intelligence (AI) and automation in e-global business, Digital entrepreneurship and the emergence of start-ups in the digital space, Cyber security challenges in e-global business and methods for protection, The impact of social media on global business and customer engagement, Emerging technologies shaping e-global business (such as Internet of Things, edge computing, etc.)

Unit 2: E-Global Business Models

Types of e-business models (B2C, B2B, C2C, etc.), E-marketplaces and online platforms, Digital marketing and customer relationship management, Payment systems and security in e-global business, Peer-to-peer (P2P) sharing economy and its implications for e-global business, Subscription-based business models and recurring revenue strategies, Omni channel retailing and the integration of online and offline channels, Influencer marketing and its effectiveness in e-commerce, Collaborative consumption and its impact on e-global business, Crowd funding platforms and their role in supporting e-commerce ventures, Influencer selection and management strategies for effective digital marketing, Strategies for building and managing online communities to drive customer loyalty, Social commerce and social selling strategies.

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Unit 3: Managing E-Global Business Operations

Supply chain management in a digital environment, Logistics and fulfilment in e-commerce, International trade and legal considerations, Cross-cultural management and customer service, Warehouse automation and robotics in e-commerce fulfilment, Reverse logistics and managing returns in e-global business, Intellectual property rights and protection in digital transactions, Customer data privacy and compliance with data protection regulations, Cloud computing and its role in supporting scalable and flexible e-commerce operations, Supply chain sustainability and responsible sourcing in e-global business, Innovations in last-mile delivery and the future of e-commerce logistics, Legal considerations for cross-border e-commerce transactions and international expansion, Risk management in e-global business operations.

Unit 4: E-Global Business Strategies

Developing an e-global business strategy, E-marketing and online advertising, Data analytics and business intelligence, Social media and online reputation management, Personalization and customization strategies in e-commerce, User experience (UX) design and its role in enhancing online conversions, Conversion rate optimization (CRO) techniques for e-global business, Competitive analysis and benchmarking in the digital marketplace, Personalization through machine learning and recommendation systems, Social commerce and the integration of e-commerce with social media platforms, Voice search optimization and its impact on e-commerce websites, Gamification strategies for enhancing customer engagement and retention, Chatbot implementation and customer support automation.

Unit 5: Emerging Trends in E-Global Business

Mobile commerce and the rise of m-commerce, Artificial intelligence and machine learning in e-commerce, Blockchain technology and its applications, Ethical and sustainability issues in e-global business, Voice commerce and the impact of smart speakers on e-commerce, Augmented reality (AR) and virtual reality (VR) in enhancing online shopping experiences, Crypto currencies and their potential for transforming global payments, Environmental sustainability practices in e-global business, The Internet of Things (IoT) and its applications in e-commerce, Virtual reality (VR) and augmented reality (AR) in transforming the online shopping experience, The rise of smart cities and their impact on e-global business, The ethical implications of AI and automation in e-commerce decision-making processes, Data-driven decision-making and predictive analytics in e-global business.

Suggested Books:

1. "E-Commerce 2025: 11 Trends Impacting E-Commerce Companies This Decade" by Gerald Celente
2. "Global E-commerce: Impacts of National Environment and Policy" by Yong Zhou
3. "E-Business and E-Commerce Management" by Dave Chaffey and Tanya Hemphill
4. "Global Electronic Commerce: A Policy Primer" by Catherine L. Mann and Sarah Cleeland Knight

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5. "e-Business: The Indian Scenario" by Ravi Kalakota and Marcia Robinson
6. "e-Commerce in India: A Game Changer for the Economy" by Pradeep Kumar.
7. "Global E-commerce: Impacts of National Environment and Policy" edited by Geng Cui and Yu Tian
8. "Digital Marketing: Strategy, Implementation and Practice" by Dave Chaffey and Fiona Ellis-Chadwick
9."e-business: The Indian Scenario " by Ravi Kalakoda and Marcia Robinson
10."e-commerce in India: A Game Changer for the Economy " by Pradeep Kumar

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SEMESTER-III
PAPER CODE-MB303
Course: TOTAL QUALITY MANAGEMENT

Course objectives:

1. Orienting the students towards the importance of quality as a management tool
2. Towards understanding the principles and practices of total quality management
3. Introducing the various tools and techniques used in the measurement of quality
4. Understanding the importance of six sigma as a quality tool and its implementation
5. Sensitizing the participants to the importance of quality in various sectors.

Course outcomes:

1. Define the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO and quality awards
3. Be able to identify the various metrics that govern quality
4. Elucidate the role and importance of six sigma as a quality measurement tool
5. Identify the various means and techniques for establishing quality in manufacturing, services and IT sector.

Unit-I: TQM- History and Evolution

Connotations of Quality, Quality Dimensions- Product and Service. The concept of TQM, Evolution of TQM-Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines-ISO, Malcom Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM), Golden Peacock National Quality Award (GPNQA).

Unit - II: Tools of TQM

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Force Field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit-III: Techniques of TQM

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal-the best, Target-the-best, Smaller -the-best, Larger-the-best. Parameter Design, Tolerance design.

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Unit-IV: Six Sigma and its Implementation

The concept of Six Sigma, Objectives of Six Sigma, The framework of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Unit-V: TQM in Various Sectors

Implementation of TQM in Manufacturing Sector- Automobile and Pharmaceuticals
TQM in Service Organization: Framework for improving service quality, Model to Develop to measure service quality programs. TQM in Health-care services, Hotels and financial services- Banks, Investment company and Mutual Funds. Role of TQM in IT Sector.

Suggested Books:

1. Dale H. Besterfield, Carlo Besterfield- Michna, Glen H Besterfield and Mary Besterfield " Total Quality Management", 2018, Pearson Education
2. K. Shridhara Bhat "Total Quality Management" Himalaya Publishing House, 2010,First Edition.
3. D.R.Kiran, "Total Quality Management", Key Concepts and case studies, 2017,Elsevier, BS Publications
4. Poornima M. Charantimath, "Total Quality Management", 2022, Pearson Education (PMC)
5. Ramaswamy, S., "Total Quality Management",2017, McGraw Hill Education.
6. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. R.P. Mohanty & R.R. Lakhe, " TQM in the Service Sector" Jaico Books.2016.

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SEMESTER-III
PaperCode–MB304–F - I
Discipline Specific Elective
Course: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives:

1. To list the basic concepts of risk and return
2. To explain the concept of portfolio return and risk and portfolio theories
3. To understand the features and valuation of debt instruments
4. To state the features and valuation of Common stock
5. To describe portfolio evaluation methods

Course Outcomes:

1. Differentiate various avenues of investment on the basis of risk and return
2. Gain basic knowledge of analysing stocks
3. Make valuation of equity, debt and portfolio instruments
4. Demonstrate an understanding of mutual funds, their performance evaluation and regulation.
5. Evaluate portfolio management effectively

Unit–I: Introduction to Investments

Concept; Real vs.Financialassets;Investmentdecisionprocess;Sourcesofinvestment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns.
The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis (including basic numerical on RSI, Oscillators, Moving averages for security analysis)**;** Efficient Market Hypothesis.

Unit–II: Portfolio Theory

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem.

Unit–III: Fixed Income Securities-Analysis, Valuation and Management

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method. Bond price theorems, Valuation of compulsorily/optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity, Considerations in managing a bond portfolio, term structure of

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interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit–IV: Common Stocks-Analysis and Valuation

Basic Features of Common Stock, Approaches to valuation–Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV,P/S.
Security Market Indexes, their uses; computational procedure of Sensex and Nifty.
Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT):The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit– V: Portfolio Evaluation

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.
Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

Suggested Books:

1. Alexander. G. J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus. A.J, Pitabas Mohanty, "Investments",TMH,8thEd.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rdEd.
4. Charles.P.Jones, "Investments: Analysis and Management",John Wiley & Sons,Inc.9thEd.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments" , Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: An Introduction",Thomson–SouthWestern.9thEd.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. DhaneshKhatri,"SecurityAnalysisandPortfolioManagement",2010, Macmillan Publishers.
9. SudhindraBhat,"SecurityAnalysisandPortfolioManagement",2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham &Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.

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MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUSSEMESTER-IV

PAPER CODE – MB304-F-II

Discipline Specific Elective

Course: BANKING AND INSURANCE

Course Objectives:

1. To provide an overview of the structure of banking and insurance business in India.
2. To describe the products and services in Banking and Insurance
3. To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
4. To prepare students for career opportunities in banking and insurance

Course Outcomes:

After studying this course the student will be able to

1. Learn about the performance of banks in India
2. Learn about the sources and uses of bank funds
3. Understand the role and importance of insurance, its types, principles, and regulation
4. Understand the latest innovations in banking system

Unit-I: Introduction to Banking

Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India-nationalization, banking reforms: financial intermediation by banks; Role of commercial banking and economic development.RBI, Banker-Customer relationship. Functions of a Bank, Banking Sector and organization of Banks: Different types of accounts. Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

Unit-II: Uses of Bank Funds

Features or Bank Credit, Different types of accounts. Steps to be followed in the assessment of creditworthiness or a prospective borrower, The credit process and management, Different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs. Priority sector lending.

Unit-III: Regulation and Innovations in Banking System

Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I, II and III: Banking innovations:- Core Banking Solution, Retail Banking-Products & Services - Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M- Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks-Clearing and Gateways.

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Unit-IV: Introduction to Insurance

Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

Unit-V: Life Insurance and General Insurance

The concept of Life Insurance, Life Insurance Products-Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the under privileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop.

Suggested Books:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal,Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley,India Edition 2003, 9th Edition.
7. Indian Insurance-A Profile,H. Narayanan,JaicoPublishingHouse,2008.
8. Risk Management&Insurance,S.Arunajatesan,T.R.Viswanathan,MacMillan2009.
9. Introduction to Risk Management& Insurance, Mark. S.Dorfman, Prentice-Hall of IndiaPrivate Limited-2007, 8th Edition
10. Insurance-Principles and Practice,M.N.MishraandS.B.Mishra,S.Chand,16'hEdition.

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SEMESTER-III
Paper Code – MB 304 – M – I
Discipline Specific Elective
Course: MARKETING ENGINEERING

Course objectives:

1. Acquainting the readers with modeling of market variables using a wide variety ofmodels
2. Use of market segmentation and perceptual maps to provide an insight into marketingstrategy analysis
3. Use of forecasting models to measure demand and market response modeling
4. To gain an insight into quantitative and qualitative response models and their role instrategic analysis
5. To help understand how modeling can be used in advertising decision making andpricing analysis

Course Outcomes:

1. Understand the relevance of modeling in marketing for logical judgment
2. Appreciate the business and economic lifetime value of marketing engineering
3. Be well versed with the various models, both qualitative and quantitative in marketing engineering
4. Understand the relevance of using modeling in marketing as a decision making tool
5. Learn the importance of marketing engineering as a strategic marketing analysis tool

Unit – I: Introduction to marketing engineering models

Marketing Engineering Approach, Key Concepts of Marketing Engineering (ME) Model, Verbal, Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgments, Trial / Repeat Model, Marketing Decision Environment, Tools for Marketing Engineering , Business Value of Marketing Engineering, Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.

Unit – II: Functions of marketing engineering

Segmentation, Targeting, Positioning-Traditional Segmentation, Targeting, Positioning through Brand Linkages, Perceptual Maps, Preference Maps, Limitations of Perceptual and Preference Map Forecasting Methods – Judgemental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods, Product Life Cycle, New Product Forecasting Models – The Bass Model Bases Model, Selection of Forecasting Methods.

Unit – III: Overview of response models

Market Response Models: Concept of a Response Model, Response Models – Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models.

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Unit – IV: Advanced marketing engineering models

Strategic Market Analysis, Strategic Marketing, Decision Making, Advertising Budget Model,Rao & Miller Model, Ad budg model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design Adcad systems, Syntex Approach.

Unit –V: Price and promotion models

Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

Suggested Readings:

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, "Principles of Marketing Engineering " 2005, P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "Marketing Models " ,2005,P H I
3. Gary L Lilien, Arvind Rangaswamy "Marketing Engineering ", 2006 Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein, " Marketing Metrics",2010 Wharton School Publishing

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5. SEMESTER-III
Paper Code–MB304–M - I I
Discipline Specific Elective
Course: ADVERTISEMENT AND RETAIL MANAGEMENT

Course Objectives:

1. To sensitize students on various dimensions of the promotion mix
2. To help gain an understanding of the role of advertising in marketing
3. To explore the various elements relating to an effective advertising strategy
4. To introduce the concept of organized retailing
5. To help understand the various functions & roles of retailing in India
6.

Course Outcomes:

After reading this course you should be able to;

1. Understand the importance of advertising in the marketing mix
2. Establish the importance of creativity in an ad campaign
3. Determine the comparative importance of organized retailing sector vis-a- vis unorganized sector
4. Compare the functions and performance of organized retail sector to others
5. Determine the role of other functional areas of marketing as key drivers to the retail sector

Unit-I: Introduction to Retail

Advertising – Role in promotion mix, Objectives of advertising, Creativity in advertising, Ad-copy, Creative strategy & process – Implementation & evaluation, DAGMAR, Types of ad appeals, Ad budget – Establishment & allocation, Budgeting approaches

Unit- II: Ad Media Selection

Media planning, Deciding media objectives – Media strategy, Media mix, Ad reach Vs. Frequency, Evaluation of media, Internet and interactive media, Role of technology in media, Media planning, Role of Technology in media planning, Measuring ad effectiveness, Copy testing

Unit – III: Retail Management

Introduction to organized retailing, Trends in retail, Types of retail format, Behaviour of organized retail markets, Objectives and function of retailing, retailing in India

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Unit- IV: Retail Trends

Retailing in rural India, Geographic spread of Indian retail sector, Organized & unorganized, Types of retail formats, Retailing in services sector, International retailing, Cultural challenges in International retail, Role of MNC's

Unit – V: Retail Issues & Changes

CRM in retail, Retail pricing strategies – Key drivers, Merchandising management, Store management, visual merchandising – Logistics management, Developing retail CRM programmes, Legal & ethical concerns in organized retail

Suggested Readings:

1. Aaker, David A, Advertising Management 4th edition, PHI
2. Bajaj Tuli Srinivatsava , Retail Management, 3rd Edition, Oxford Publication
3. Belch, George E and Blech, Michael A, Advertising and promotion, Tata McGrawHill,
4. Ogilvy David, Ogilvy on Advertising , Longeman, London
5. Chunawalla, S.A., Advertising, Sales and Promotion Management HimalayaPublishing House.
6. Mohan, Mahendra, Advertising Management, Tata McGraw Hill
7. Levy & Weitz, Retailing Management, Tata McGraw Hill
8. Bary Berman & Evans, Retail Management- A Strategic Approach, Pearson Education
9. Akileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill
10. Nicholas Alexander, International Retailing, Blackwell Basin Publishers Ltd
11. Dr. Harjith Singh, "Retail Management: A Global Perspective, Texts and Cases" S. Chand
12. S.A. Chanuwalla and KC. Sethia, " Foundations of Advertising- Theory and Practice",HPH

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SEMESTER-III
Paper Code – MB 304 – H R – I
Discipline Specific Elective
Course: COMPENSATION MANAGEMENT

Course Objectives:

1. To demonstrate various perspectives of compensation management
2. To provide thorough knowledge of planning and administering compensation in different sectors.
3. To understand the nature of executive and international compensation
4. To list various fringe benefits and Voluntary Retirement Schemes
5. Determine the nature and management of Executive compensation

Course Outcomes:

1 Understand the fundamental concepts and theories of compensation.
2 Recognize the importance of compensation strategy.
3 Analyze, integrate, and apply the knowledge of administering wages in differentsectors according to the different wage laws.
4 Comprehend the employee benefits and services
5 Appreciate the advancements in managing compensation at global level.

UNIT I: Fundamentals of Compensation

Concept of Compensation; Different perspectives of Compensation – Stakeholders and determinants of compensation; Compensable Factors; Wage Differentials and Types of Compensation – Base pay, Variable Pay, Benefits, Incentives; The concepts of Minimum wage, Fair wage, Living wage, Money and real wages; Wage Theories – Macro and Micro.

UNIT II: Compensation Planning and Employee Contributions

Developing a total Compensation Strategy and Pay Roll Management System – Competitive Advantage –Compensation Structure - Wage and Salary surveys, the wage curve, Pay grades and Rate ranges, Preparing Salary matrix; Compensation management's association with Employee Motivation, Job design and Job evaluation; Performance-related compensation, Individual and team-based compensation.

UNIT III: Wage Administration

Wage Administration, Wage Policy and Wage Legislation in India - The Minimum Wages Act, 1948. The Payment of Wages Act, 1936. The Payment of Bonus Act, 1965. The Equal Remuneration Act, 1976. The Payment of Gratuity Act, 1972. The Employees' Provident Fund and Miscellaneous Provisions Act,

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1952; Wage Structure in different Sectors – in Central Government, in State Government, in PSEs and in Nationalised Banks; Wage Boards - structure, scope and functions – Pay Commissions– Compensation Committees; Compensating contingent employees.

UNIT IV: Employee Benefits and Services

Legally required and Discretionary employee benefits; Employee services; Designing, Planning and Administration of benefits program; Totally integrated employee benefits; Fringe Benefits and Voluntary Retirement Schemes.

UNIT V: Executive and International Compensation

Nature and management of Executive compensation; Executive Compensation theories – Agency theory, tournament theory and Social comparison theory. International Compensation - Design and Approaches to International remuneration with special reference to expatriates and the remuneration of third country nationals. Challenges of international compensation

Suggested Readings:

1. Joseph J. Martocchio- Strategic Compensation- 3rd Edition
2. Dr. Pradeep Kumar Das, Dr. Madan Chettri and Ms. Roshni Tamang., Compensation Management, Lulu Publication, 2021, 1st Edition.
3. Tapomoy Deb, Compensation Management – Texts and Cases, Excel Books, 2009, 1st Edition.
4. S. K. Bhatia, New Compensation Management in Changing Environment – Managerial Remuneration and Wage & Salary Administration, A Professional Manual, Deep and Deep Publications Pvt. Ltd., 2009, 3rd Edition.
5. R.C. Sharma and Sulabh Sharma, Compensation Management, Sage Publications, 2019,
6. Dr.Kanchan Bhatia," Compensation Management", HPH
7. Peter T.Chingos, "Paying for Performance: A guide to Compensation Management, 2nd edition, Wiley Publications.
8. Milkovich, Newman & Gerhart, Compensation, Tata McGraw Hill, 2011, 10th Edition
9. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
10. B D Singh, Compensation and Reward Management, 2008, Excel Books.
11. Dr. Vinay Ojha, "Compensation and Reward Management", 2019, 7th Edition.
12. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
13. Mousmi S. Bhattacharya & Nilanjan Senguupta, Compensation Management,Excel Books, 2009, 1st Edition.
14. Dipak Kumar Bhattacharya Compensation Management- Oxford University Press, 2015

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SEMESTER-III
Paper Code – MB 304 – HR – II
Discipline Specific Elective
Course: INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objectives:

1. Identify various actors as part of the industrial relations such as the state, ILO and trade unions
2. Understand industrial relation issues labour laws, and its implications.
3. Critically analyze reforms in labour legislation over labour codes.
4. Characterize labor legislation in India
5. Assess various labor legislation acts and laws

Course Outcomes:

1. Gain a comprehensive understanding of Industrial relations in the wake of economic reforms.
2. Analyze industrial disputes and make a framework for resolution of such disputes.
3. Understand the role of trade unions and generate alternate decision making.
4. Appreciate Labour laws related to labour welfare, social security and other protective laws towards women labour, migrant labour and contract labour
5. Appraise salient features of Welfare and security legislations for organized and unorganized workers in India

Unit – I: Industrial Relations

Industrial relations- Meaning, Concept and objectives; Changing roles of actors - Workers, Management & Government in industrial relations; Approaches to Industrial Relations - System approach (Dunlop's), Social Action Approach, input – output Approach; Conditions for good Industrial Relations, Economic Reforms and status of IR in India, Industrial Relations code 2020.

Unit – II: Industrial Disputes and Resolution

Management of Discipline - The Industrial Employment (*Standing Orders*) *Act*, 1946; Industrial Disputes - Meaning, nature, causes, extent and methods of settling industrial disputes; Industrial Disputes Act, 1947; Alternate Dispute Resolution Strategies - Collective Bargaining, Negotiation, Conciliation/Mediation, Adjudication and Voluntary Arbitration; Management of Industrial Cooperation - Labour Management co-operation, Workers' Participation in Management and Industrial Democracy.

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Unit – III: Trade Unionism: Historical & Legal Framework

Trade Unionism - Objectives and Functions of Trade Unions; Trade Union Movement in India - History and growth of Trade Union in India – Trade Unions in Pre and Post – independence Period; Trade Unions Act, 1926; Challenges of Trade Unions in India, Changing industrial environment and Role Trade Unions in Globalized economy.

Unit – IV: Labor Legislation In India (Part-1)

Labour Legislation - History and growth of labour legislation in India; International Labour Organization (ILO) – Activities of ILO, Impact of I.L.O. on Indian Labour standards; Labour Welfare and Social Security – Meaning, Concept and Principles of Labour Welfare, Approaches to Labour Welfare, Indian Constitution & Labour Welfare and National Commission on Labour recommendations on Labour Welfare; Meaning, Evolution, institutional growth and need of social security and concept of employer's Liability; Salient features of Welfare and security legislations for organized and unorganized workers in India, Code on Social Security, 2020;

Unit – V: Labor Legislation In India (Part-2)

Women and Labour law - The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Supreme Court verdict in Vishaka Versus State of Rajasthan case; Protective Labour Legislation in India – Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979; Salient features of Occupational safety, Health and Working Conditions code, 2020; Contract Labour (Regulation & Abolition) Act, 1970; Labour Law reforms initiative in India – The Code on Wages, 2019; The Occupational Safety, Health and Working Conditions Code, The Code on Social Security, The Industrial Relations Code.

Suggested Readings

1. New Labour and Industrial Laws, 2020, Taxmann Publications, New, Delhi.
2. Mishra, SN, Labour and Industrial Laws, 2018, Central Law Publications.
3. Ghosh, P and Nandan, S, 2015, Industrial relations and Labour Laws, Mc Graw Hill Publishers.
4. Goswami, V.G., 2015, Labour and Industrial Laws, Allahabad, Central Law Agency
5. Srivastava, SC, 2012, Industrial Relations and Labour Laws, Vikas Publications, New Delhi,
6. C.S Venkata Ratnam, "Industrial Relations", 2009, Oxford University Press, New Delhi.
7. S.C. Srivatsava, "Industrial Relations and Labour Laws, 8th eition, S. Chand Publications
8. Sharan, " Industrial Relations and Labour Laws at Glance, Shroff Publications

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9. Sukomal Sen, 1997, "Working Class in India, History of Emergence and Movement(1830-1990)", National Book Agency, Kolkata.
10. Srivastava, S.C, "Industrial Relations and Labour Laws", 5th Rev., Vikas PublicationHouse, New Delhi, 2006
11. Singh B.D, 2008, "Industrial relations and labor laws", Excel books.
12. P.K. Padhi, 2009, "Labour and Industrial Laws", PHI Learning Pvt. Ltd.

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SEMESTER-III
Paper Code – MB 304 – E - I
Discipline Specific Elective -Entrepreneurship
Course: PROJECT MANAGEMENT AND BUSINESS PLAN

Course Objectives:

1. To familiarize the students with the mechanics of appraisal and evaluation of projects.
2. To understand the concept of SCBA
3. Write a comprehensive Business Plan
4. List out various project financing methods
5. Describe PERT and CPM forms of project management

Course Outcomes:

1. Identify Forecast of cash flows
2. List out various aspects involved in Preparation of Business plan with all inputs
3. Characterize applications of network techniques of project management
4. Predict project management outcomes
5. Design time and cost over runs in project management

UNIT-I: Introduction

Concept of Project: Characteristics and importance of Projects – Project development cycle - Types of projects - Risk-return trade off, Identification of investment opportunities: Sources of new project ideas - Preliminary screening of projects, Feasibility Studies and Reports: Broad aspects of appraisal – Market feasibility, Technical feasibility, Operational feasibility, financial feasibility.

UNIT-II: Feasibility Appraisal

a) Market Appraisal: Market and demand analysis - Market survey - Demand forecasting - Sales projections. (b) Technical Appraisal: Issues involved in technical feasibility – Production technology - Materials and inputs - Plant capacity - Site selection – Plant layout – Site preparation - Civil works and structures - Details of machines and equipment- Specification and cost determination. (c) Operational Appraisal: Heads of cost - Estimates of cost of production - Break even point - Economics of working - Profitability.

UNIT-III: Business Plan

Financial Appraisal: (a) Cost of project and means of financing (b) Estimation of cash inflows - Basic principles of estimation (c) Risk analysis in capital budgeting, certainty equivalent, standard deviation, sensitivity analysis etc. (d) Writing a Business Plan

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UNIT-IV: Project Financing & SCBA

a) Social Cost Benefit Analysis: Rationale of SCBA - Approaches to SCBA in India. (b) Financing Projects: Appraisal procedures and practices of financial institutions -Financial statements required for project financing

UNIT-V: PERT & CPM

a) Project Implementation: Network techniques - Critical path - Project Crashing - Time and cost over runs. PERT and CPM - Project management - Forms of organization – Project planning and control.

Suggested Readings:

1. Project Appraisal: A Third World View Point: UNID Publications - 1996.
2. Project Evaluation and Management: M.K .Singh.
3. Projects, Preparation, Appraisal and Implementation: Prasanna Chandra, TMH, New Delhi
4. Project Financing: H.P.S. Pahwa.
5. Clifford. F. Gray, Erik. W. Larson: Project Management, the Managerial Emphasis, McGraw Hill - 2000.
6. Mike McKeever, How to Write a Business Plan

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Paper Code – MB 304 – E - I I
Discipline Specific Elective
Course: **INNOVATION AND DESIGN THINKING**

Course Objectives:

1. To understand the importance and process of Innovation.
2. To delve deep into the concept of design thinking and its practical application in abusiness context.
3. Utilize design thinking to identify problems, generate creative solutions, and implement impactful business innovations.
4. Assess ideation phase and test and validate prototyping
5. Formulate design thinking for business impact

Course Outcomes:

1. Inculcate the concepts of creative thinking, design thinking and innovation.
2. Develop the students as a good designer by imparting creativity and problem-solvingability
3. Implement creative and design thinking to come up with an effective innovation.
4. Identify problems and apply design thinking to come up with solutions.
5. Design thinking to develop innovative products that bring business impact.

Unit 1: Introduction to Innovation

Meaning and differences innovation and creativity,Characteristics, Importance, Principles of Innovation, Process of Innovation, Types of innovation, strategic advantages of innovation, innovation adoption and diffusion model.

Unit 2: Innovation in management

Macroscopic view of innovation, approaches to innovation, assumptions and barriers in innovation, push and pull innovation, TRIZ Theory, SCAMPER Technique, SWOT analysis, organizational aspects of innovation, success factorsin innovation management.

Unit 3: Fundamentals of Design Thinking

New Product Development: New product life cycle, linking engineering, technology and management for innovation, innovation platform, industrial design concepts for a product. Introduction to design thinking: principles, stages, and key methodologiesEmphasis on the human-centered approach to design thinking, The importance of empathy in understanding customer needs and experiencesTechniques to define problems in a user centric manner

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Unit 4: Ideation, Prototyping, and Testing

Understanding the ideation phase: Techniques to stimulate creativity and brainstorminnovative solutions Introduction to prototyping: Principles, methodologies, and hands-on exercises, The role of testing in design thinking: Techniques to test prototypes and validate ideaseffectively Interpreting feedback and refining the solution: Iteration process in design thinking Case studies demonstrating successful ideation, prototyping, and testing stages

Unit 5: Implementing Design Thinking for Business Impact

Tools for design thinking, The transition from design thinking to implementation in the business context -How to use design thinking to develop innovative products and services - Strategies for scaling design thinking in an organization and maintaining an innovative culture - Design thinking's role in driving business growth and transformation - designthinking and innovation for sustainability - Case studies of innovative products developed through design thinking highlighting the business impact.

Suggested Books:

1. John.R. Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design",Cengage learning (International edition), second edition, 2013.
2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009.Product Design and Development- Karl T Elrich- sixth edition-McGraw Hill publications
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve-apply" Springer, 2001.
4. Tim Brown, Change by Design: How Design Thinking Transforms Organizationsand Inspires Innovation, HarperCollins Publishers Ltd
5. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc
6. Brenda Laurel, Design Research methods and Perspectives, MIT press 2003
7. Yves Pigneur, Alexander Osterwalder, Business model generation: A handbook forvisionaries, game changers and challengers, Wiley
8. Don Norman, "The Design of Everyday Things, Basic Books
9. Todd, Zaki Warfel, "Prototyping: A Practitioner's Guide," Rosenfeld Media
10. Eric Ries, "The Lean Startup: How Today's Entrepreneurs Use ContinuousInnovation to Create Radically Successful Businesses," Currency
11. Michael G Luchs, K Scott Swan, Abbie Griffin, Design Thinking, WILEY
12. Thomas Lockwood, Design thinking Integrating Innovation, Customer Experience, and Brand Value, Allworth Press

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PaperCode–MB304–S - I
Discipline Specific Elective
DATA BASE MANAGEMENT SYSTEMS

Course Objectives:

1. The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.
2. To explain basic database concepts, applications, data models, schemas and instances.
3. Describe the basics of SQL and construct queries using SQL.
4. Use the basics of SQL and construct queries using SQL in database creation and interaction.
5. Analyze and Select storage and recovery techniques of database system.

Course Outcomes:

1. Apply the basic concepts of Database Systems and Applications
2. Design a commercial relational database system (Oracle, MySQL) by writing SQL using the system.
3. Appraise Database design and to familiarize issues of concurrency control and transaction management in DBMS
4. Develop an understanding Database recovery Authentication, Authorization and access control.
5. Assess and appraise SQL concepts and its applications

Unit-1: Database System Architecture and Data Models

Data Abstraction, Data Independence, Data Definition Language (DDL), Data Manipulation Language (DML), Entity-relationship model, network model, relational and object oriented data models, integrity constraints, data manipulation operations.

Unit-2: Relational Query Languages and Relational Database Design

Relational algebra, Tuple and domain relational calculus, SQL3, DDL and DML constructs, Open source and Commercial DBMS - MYSQL, ORACLE, DB2, SQL server.

Unit-3: Query Processing and Optimization and Storage Strategies

Evaluation of relational algebra expressions, Query equivalence, Join strategies, Query optimization algorithms, Indices, B-trees, hashing.

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Unit-4: Transaction Processing and Database Security

Concurrency control, ACID property, Serializability of scheduling, Locking and timestamp based schedulers, Multi-version and optimistic Concurrency Control schemes, Database recovery Authentication, Authorization and access control.

Unit-5: SQL and PL/SQL Concepts

Basics of SQL, DDL,DML,DCL, structure – creation, alteration, defining constraints – Primary key, foreign key, unique, not null, check, IN operator, aggregate functions, Built-in functions –numeric, date, string functions, set operations, sub-queries, correlated sub-queries, join, Exist, Any, All , view and its types., transaction control commands

Suggested Books:

1. "Database System Concepts", 6th Edition by Abraham Silberschatz, Henry F. Korth, S. Sudarshan, McGraw-Hill.
2. "Fundamentals of Database Systems", 7th Edition by R. Elmasri and S. Navathe, Pearson
3. "An introduction to Database Systems", C J Date, Pearson.
4. "Modern Database Management", Hoffer, Ramesh, Topi, Pearson.
5. "Principles of Database and Knowledge – Base Systems", Vol 1 by J. D. Ullman, Computer Science Press.

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PAPER CODE – MB 304 –S-I
Course: DATABASE MANAGEMENT SYSTEMS - Practical Syllabus

Note: Student is required to submit a document showing the database as per their questions

Experiment 1: Student should decide on a case study and formulate the problem statement.

Experiment 2: Conceptual Designing using ER Diagrams (Identifying entities, attributes, keys and relationships between entities, cardinalities, generalization, specialization etc.)

Experiment 3: Converting ER Model to Relational Model (Represent entities and relationships in Tabular form, Represent attributes as columns, identifying keys) tables created from ER Model.

Experiment 4: Normalization -To remove the redundancies and anomalies in the above relational tables, Normalize up to Third Normal Form

Experiment 5: Creation of Tables using SQL- Overview of using SQL tool, Data types in SQL, Creating Tables (along with Primary and Foreign keys), Altering Tables and Dropping Tables

Experiment 6: Practicing DML commands- Insert, Select, Update, Delete

Experiment 7: Practicing Queries using ANY, ALL, IN, EXISTS, NOT EXISTS, UNION, INTERSECT, CONSTRAINTS

Experiment 8: Practicing Sub queries (Nested, Correlated) and Joins (Inner, Outer and Equip).

Experiment 9: Practice Queries using COUNT, SUM, AVG, MAX, MIN, GROUP BY, HAVING, VIEWS Creation and Dropping.

Experiment 10: Practicing on Triggers - creation of trigger, Insertion using trigger, Deletion using trigger, Updating using trigger

Experiment 11: Procedures- Creation of Stored Procedures, Execution of Procedure, and Modification of Procedure.

Experiment 12: Cursors- Declaring Cursor, Opening Cursor, Fetching the data, closing the cursor

Experiment 13: Creating forms and working with different objects, Graphics and reports.

Experiment 14: To create a table, alter and drop table.

Experiment 15: To perform select, update, insert and delete operation in a table.

Experiment 16: To make use of different clauses viz where, group by, having, order by, union, intersection, set difference.

Experiment 17: To study different constraints. [SQL FUNCTION]

Experiment 18: To use oracle function viz aggregate, numeric, conversion, string function.

Experiment 19: To understand use and working with joins.

Experiment 20: To understand use and working of sub-queries.

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Paper Code–MB304–S - I I
Discipline Specific Elective
Course: BUSINESS ANALYTICS

Course Objectives:

1. The objective is to provide knowledge of data science
2. To provide basic statistical tools
3. State the importance of data in current business scenario
4. To develop contingent business models for better analysis
5. Demonstrate ability to Interpret data using R program

Course Outcomes:

1. Describe data as a tool for business analysis
2. Apply data visualization techniques for businesses
3. Evaluate Micro metrics to identify data gaps
4. Design business models that help in better decision making
5. Develop, manage and manipulate data Using R program

Unit – I: Introduction to Business Analytics

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

Unit – II: Descriptive Analytics

Overview of Description Statistics (Central Tendency, Variability), Data Visualization - Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Advanced Ms-Excel or SPSS.

Unit – III: Predictive Analytics

Trend Lines, Regression Analysis – Linear & Multiple, Predictive modeling, forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business Classification, Association, Cause Effect Modeling.

Unit – IV: Prescriptive Analytics

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics.

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Unit – V: Programming Using R

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Suggested Books

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams - Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.
3. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
4. Sahil Raj, Business Analytics, Cengage Learning.
5. Jank Wolfgang, "Business Analytics for Managers", Springer
6. Prema Alla, Introduction to Data Science Using R, BS Publications
7. Sharaff Aakanksha, Data Science and Its Applications, Taylor & Francis

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Paper Code – MB 305
CASE STUDY

A Case study is a detailed analysis of a person or group or a unit such as corporate division that stresses factors contributing to its success or failure. It is a rich method for investigating and researching a single case. The research questions that can be investigated by case studies include outcome questions, theory-building, pragmatic and experiential or narrative questions.

Faculty must choose Case Study for students. They must teach them the methodology of solving Case Study.

For evaluating a case presentation/ discussion, the following steps shall be followed:

1. The participants should ensure that they have enough detail to help present an overall assessment as well as a few strengths and weaknesses, with specific examples of each category.
2. The evaluator should observe the reaction to the opening question and check if the choice is a good one to set a base for further discussion.
3. Note down the participant responses as Initiator, Builder, Challenger and Summarizer, etc.
4. Examine the connection across transaction blocks and assess how the overall learning objective is being addressed.
5. Check if the closure is appropriately done and the participants have come up with a decision sheet and involvement sheet.
6. Comment on the students' preparation and level of engagement at different points in the discussion.
7. Scrutinize the presentation for an overall assessment on the areas to be appreciated, areas of concern, actionable recommendations.

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Paper Code MB 306
RESEARCH DESIGN

A Research Design seminar presentation to be made by the student on the topic chosen for Project Work. A synopsis must be submitted to the college.

The Research Design Seminar will consist of

1. Title of the Project.
2. Statement of the problem
3. Introduction
4. Aims and objectives
5. Hypotheses (if any)
6. Research Methodology
    a. Nature of the study
    b. Scope of the study
    c. Data Collection methods
    d. Tools for analysis
    e. Chapterization (Name of the chapters)

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Paper Code MB 307
PROGRESS SEMINAR

Students must present their Progress of Research Seminar showing the extent of work done on the Project chosen. A write up on the Progress Work must be submitted to the college.

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University with potential for Excellence(Accredited by NAAC A+ Grade) Category Graded Autonomy by UGC

IV-SEMESTER

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MASTER OF BUSINESS ADMINISTRATION
MBA Year-II Semester–IV

Course Code	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CCE+ESE)
MB401	Business Policy and Strategy	Core	4	4Th + 1 Tu	40+60
MB402	Logistics and Supply Chain Management	Core	4	4Th + 1 Tu	40+60
MB403	Business Intelligence	Core	4	3Th + 2P	40+40 +20P
	Finance				
MB404-F-III	Financial Risk Management	Elective	5	4Th + 1 Tu	40+60
MB404-F-IV	International Finance	Elective	5	4Th + 1 Tu	40+60
	Marketing				
MB404-M-III	Buyer Behaviour	Elective	5	4Th + 1 Tu	40+60
MB-404-M-IV	Services and Digital Marketing	Elective	5	4 Th + Tu	40+60
	Human Resources				
MB404-HR-III	Leadership and Change Management	Elective	5	4 Th + 1Tu	40+60
MB404-HR-IV	Performance Management	Elective	5	4 Th + 1 Tu	40+60
	Entrepreneurship				
MB404-E-III	Technology for Entrepreneurs	Elective	5	4 Th + 1 Tu	40+60
MB404-E-IV	Social Entrepreneurship	Elective	5	4 Th + 1 Tu	40+60
	Systems with Business Analytics				
MB404-S-III	Data Visualization	Elective	5	3 Th + 2 P	40+40+20P
MB404-S-IV	Data Mining for Business	Elective	5	4 Th +1 TU	40 + 60
MB405	Dissertation		1		25
MB406	Final Presentation		2		50
MB407	Viva Voce during Final Presentation		1		25
Semester Credits			**26**		**600**
Total Credits at the end of IV Semester			**102**		**2400**

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SEMESTER-IV
PAPER CODE-MB 401
Course: BUSINESS POLICY AND STRATEGY

Course Objectives:

I. To impart key strategic business skills to the learners
2. To make the student learns about business environment
3. Toexposethestudenttowardsvariouspracticalapproachesofstrategyformulation
4. To provide Industry analysis to the learners
5. To build understanding of the nature of dynamics of strategy implementation process

Course Outcomes:

I. The students develops higher level skills in strategic business areas
2. The student outlook changes towards business environment
3. They are exposed to practical problems of strategy formulation
4. The students attains the knowledge about Industry and market
5. The students critically analyze the internal and external environment of business

Unit-I: Introduction to Strategic Management

Business Definitions, Business Objectives, Types of Businesses, Strategic Planning, Planning Process, decision making, Strategy definition, Establishing Corporate direction, Vision, Mission And Object ives – Strategic Intent – Strategic Management & Process, A Model of Strategy and And Elements used in strategic positioning – Strategic choice and Strategic action.

Unit-II: Environmental Appraisal

Environmental scanning, Introduction, Demographic, Social and Cultural environment, Technological environment, Economic Environment, Political environment, Natural Environment and Industry analysis, Portfolio Analysis, BCG, GE and Add Little Models For understanding Competitive position, S W O T Analysis, Porter's Competitive Advantage, Value chain Analysis – Core Competencies and Capability building Strategies.

Unit-III: Strategy Formulation

Business Strategies: Business Level Strategy, Strategy formulation, Situation Analysis, Growth Strategies, Offensive strategies, Defensive strategies, Generic Strategies, Industry Life Cycle Analysis, Emerging Industries, Maturing Industry, Fragmented Industry, Strategy For Leaders, Challengers, Followers and Niches – Managing Business Crisis.

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Unit-IV: Alternative Strategies

Strategy analysis and Choices, Strategy Alternatives, Corporate level international strategy, Creating Value through Intensive Growth strategies, Integration Strategies, Diversification Strategies, Mergers & Acquisitions – Strategice Alliances – Outsourcing Strategies, Types of Outsourcing, Benefits, Growth and Drivers of Outsourcing, Managing Strategic Change, Approaches to Organizational Structure, Matching Structure and Strategy with the use of 7s.

Unit –V: Strategy Implementation and Control

Strategy Implementation: Strategies Evaluation and Control, Social responsibilities of Business, Business Ethics, Corporate Governance, Good Corporate Citizenship, Understanding Environmental Change and Instilling Corporate Culture for Promoting S M A R T approach, Re-Designing Organizational Structures and Controls – Corporate Failures, Mechanism for Strategy control and Evaluation, Types of Strategic Controls – Social and Ethical responsibilities of Corporate Organizations.

Suggested Books:

1. Arthur A Thomson Jr, Sitricland "Strategic Management concepts and cases "TATA Mc Graw Hill Company Ltd. Second reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy"Pearson Education Ltd. United Kingdom Second Edition 2009.
3. P. Subbarao "Business Policy and Strategic Management" Himalaya Publishing House, Revised Edition 2017.
4. Upendra Kachru " Strategic Management" 2008 Concepts and Cases" 2005, EXCEL BOOKS New Delhi.
5. R.M. Srivastava "Management Policy and Strategic Management – Concepts, Skills and Practices " 2014 revised edition, H P H, Hyderabad.

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SEMESTER-IV
PAPER CODE-MB 402
Course: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course objectives:

1. To understand the fundamental operations of logistics and supply chain management.
2. To apply the knowledge and principles of management of cross functional areas for effective Logistics and supply chain management.
3. Define the strategic issues and multi-level linkages in logistics management.
4. Explain the role and importance of transportation in logistics
5. Determine the warehouse and distribution center operations

Course Outcomes:

1. Demonstrate a holistic understanding of logistics and supply chain management and the role of Logistics management in SCM
2. Assess the basic drivers that lead to the performance of LSM in effective manner.
3. Evaluate the role of Information Technology and recent trends in making supply chains more efficient.
4. Tabulate the advantages and disadvantages of various modes of transportation
5. Design warehouse operations for a supply chain

Unit-I: Logistics Management-Introduction

Introduction to logistics, meaning of logistics management, objectives, Evolution of logistics management, concept, functions of logistics management, Role of logistics in supply chain management, difference between logistics and supply chain management, 3PL,4PL

Unit-II: Importance of Logistics Management

Inbound and outbound logistics, Integrated logistics management, Reverse logistics, Logistics planning and strategy, Role and importance of transportation in logistics, Transportation formats, Factors influencing their choice.

Unit III: Supply Chain Management

Concept, Objectives and Functions of SCM, Evolution of supply chain with respect to its origin, Conceptual framework, Supply chain strategy and structure, Steps in supply chain management, Drivers enhancing effectiveness of supply chains, Value chain, Value delivery systems

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Unit-IV: Managing supply chains

Bull-Whip Effect, Measures of supply chain performance, Warehousing-Types of warehousing, Warehousing operations, Warehouse Management Systems, Role of Distribution Centers, Supplier integration- Forward integration, Backward integration, Diversification, Global supply chains

Unit-V: Recent trends in SCM

Role of IT in SCM, Lean Supply Chains, Digital supply Chains, Green Supply Chains, Circular Supply Chains, Agile Supply Chains, FMS, RFID, Bar coding, Trends in supply chain management

Suggested Readings:

1. Shah. J, "Supply Chain Management", 2009, 1st Edition, Pearson Education
2. Shridhara Bhat, K "Logistics and Supply Chain Management", 2017, Himalaya Publishing House.
3. Crandall, Richard E & others, "Principles o Supply Chain Management", 2010, CRC Press.
4. Mohanty, R P and Deshmukh S.G, "Essentials of Supply Chain Management", 2009, 1st Ed Jaico,
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford,1stEd.
6. Altekar, V. Rahul, "Supply Chain Management", PHI, 2005
7. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
8. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage,
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 2009, 1st Ed Cambridge.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

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SEMESTER-IV
PAPER CODE -MB 403

Course: BUSINES INTELLIGENCE

Course Objectives:

1. To provide an understanding of business intelligence and related concepts
2. To understand the importance data warehousing and Data Mining in the context of technological advancements in data base management
3. To introduce various concepts like Business Performance Management, Business Analytics and Data Visualization and their utility
4. Identify concepts of data mining and its advantages
5. Analyze key indicators for business performance measurement

Course Outcomes:

1. Describe the importance of BI as good decision support system in an organization
2. Relate the learner to get a holistic perspective of BI tools
3. Assess theoretical framework for the understanding of data warehousing and data mining
4. Demonstrate a complete understanding of BPM architecture
5. Design and implement critical success factors for business intelligence

Unit-I: Introduction to Business Intelligence (BI)

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value chain, Architecture of Business Intelligence.

Unit-II: Data warehousing and Data mining

Date Warehousing (DWH): - Definition, Characteristics, types,-Date warehousing frame work, Data Warehousing architecture, Alternative architectures, Data ware housing integration, Data ware housing- Development approaches, Real time data warehousing.

Data Mining: - Definition, Characteristics, Benefits, Data mining functions, Data mining applications, Data mining techniques and tools. Text mining, Web mining.

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Unit III: Business Performance Measurement (BPM)

Definition, BPM v/s BI, Summary of BPM Process, Performance measurement, BPM methodologies, BPM architecture and applications, Performance dash boards.

Unit-IV: Business Analytics and Data Visualization

Business Analytics-Definitions, Tools and techniques of BA, Advanced business analytics

Business Analytics and Web usage, Benefits and success factors of Business Analytics.

Data Visualization: Definition, New direction in Data Visualization, GIS, GIS v/s GPS

Unit-V: Business Intelligence implementation and emerging trends

Implementing Business Intelligence-Implementation Factors, Critical success factors of Business implementation, Managerial issues related to BI implementation, Business Intelligence and integration -Types, Need, and Levels of Business Intelligence integration.

Emerging trends in Business Intelligence implementation, Social networks and Business Intelligence, Collaborative decision making, Reality mining.

Suggested Readings:

1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King- Pearson - Second Edition-2014.
2. Decision Support and Business Intelligence Systems -Turban, Aaronson, Liang, Sharada- Pearson, and latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education-Indian Edition.
4. Business Intelligence- A hands on approach by N. Rajeshwari, 1st Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10th Edition, Pearson Books
6. Bernard Marr, "Data strategy" Kogan Page publishing
7. Anoop V K Kumar, "Business Intelligence demystified" 1st edition 2022, BPB publications
8. Jarke M, Fundamentals of Data Warehousing, 2nd edition Springer India publication
9. Paulraj Ponniah, Data warehousing fundamentals for IT professionals, 2nd edition , John Wiley books
10. Lather A S, Anil K Saini "Business Intelligence and data warehousing" 2018, Narosa publication

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SEMESTER-IV
PAPER CODE -MB 403
Business Intelligence Lab Syllabus

The business Intelligence lab will cover the following syllabus

- Introduction to Business Intelligence tools: Tableau and Power BI
- Creating interactive dashboards and reports
- Data storytelling and communicating insights effectively
- Developing a comprehensive BA solution for a real-world business problem

Suggested Readings:

1. Ramesh Sharda, Dursur Delen, " Business Intelligence and Analytics" Pearson Education
2. Prasad R.N., Seema Acharya, " Fundamentals of Business Analytics" Wiley
3. Albright, Winston, " Business Analytics – Data Analytics and Decision Making" Cengage Learning

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-F-III
COURSE: FINANCIAL RISK MANAGEMENT

Course Objectives:

1. To understand the concept and types of risk that financial institutions are exposed to.
2. To learn about the measurement and management of risk.
3. To analyze the techniques of risk management - financial and non-financial
4. To develop knowledge about the various instruments of hedging.
5. To develop through knowledge of risk management

Course Outcomes:

1. Calculate and compute CaR and VaR values
2. Differentiate between forwards and futures
3. Demonstrate high level of understanding of valuation of swaps and hedging mechanism
4. Assess the intrinsic value of Options using BOPM and BSOPM
5. Evaluate various tools of risk management

Unit - I**: Introduction**

The concept of risk, Nature, need and scope of risk. Source, Measurement, identification and evaluation of risk, Types of risk-product market risk and capital market risk, Possible risk events, Risk indicators, Risk management process pre-requisites and fundamentals, Misconceptions of risk, An integrated approach to corporate risk management, Risk management approaches and methods, A comprehensive view of risk in financial institutions, Risk reporting process-internal and external.

Unit - II: Measurement and management of risk

Value at risk (VaR): The concept, computation, stresses testing, back testing, Cash flow at risk (CaR): VaR and CaR to make investment decisions, Managing risk when risk is measured by VaR or CaR, Non-Insurance methods of Risk Management, Risk avoidance, Loss Control, Risk

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Retention and Risk Transfer, Asset-Liability Management (ALM)-Evolution & concept, RBI guidelines, Capital adequacy, Management of interest rate risk, Liquidity risk, Credit risk and exchange rate risk.

Unit - III: Techniques and tools of Risk Management: Forward contracts and futures contracts

The concept of derivatives and types of derivatives, The role of derivative securities to manage risk and to exploit opportunities to enhance returns, Individuals, speculators, hedgers, arbitrageurs and other participants in derivatives market.

Forward contracts: Definition features and pay-off profile of forward contract. Valuation of forward contracts, Forward contracts to manage commodity price risk, Interest rate risk and exchange rate risk, Limitations of forward contract.

Futures contracts: Definition, Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of futures contract, Differences between forward contracts and futures contracts, Risk management with futures, contracts-the hedge ratio and the portfolio approach to a risk-minimizing hedge.

Unit - IV: Techniques and tools of risk management: SWAPS

Definition, types of swaps, Interest rate swaps, Currency swaps.

Interest rate swaps: Mechanics of interest rate swaps, Using interest rate swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of interest rate swaps at origination and valuing of interest rate swaps after origination.

Currency swaps: Types of currency swaps, Valuation of currency swaps. Using currency swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in revenue, to hedge against risk of an increase in cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability, Pricing of currency swap at origination and valuing of currency swap after origination.

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Unit - V: Techniques and tools of Risk Management

Options, Definition of an option, Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions and estimation of fair value of call and put option

Suggested Books:

1. Dun and Bradstreet, "Financial Risk Management", TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", Thomson Southwestern. TMH.
10. Jayanth Rama Varma, "Derivatives and Risk Management",
11. Don M. Chance &Robert Brooks, "Derivatives and Risk Management Basics", Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", Cambridge press.
13. Prakash Yaragol " Financial Derivates- Text and Cases, Vikas Publishing House
14. Arora R. K, " Financial Risk Management" , Wiley

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE: - MB404 – F-IV
Course: INTERNATIONAL FINANCE

Course Objectives:

1. To provide an analysis of the evolution of International Financial System.
2. To learn about international banking.
3. To study about the foreign exchange markets.
4. To learn the financial management of MNCs.
5. To understand the international tax environment.

Course Outcomes:

1. Differentiate between fixed and floating rates
2. Make calculations relating to foreign exchange rates based on parity theories
3. Assess the financial instruments in international markets
4. Make decisions relating to capital budgeting techniques in an international environment
5. Assess and appraise the International tax environment

Unit-I: International Financial System

Evolution of international financial system –gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention: international financial markets.

Global financial institutions: IMF, Bank for International settlements: International banking – Euro bank, types of banking offices, correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank. International financial instruments- Euro CP, Eurobonds, Foreign bonds, global bonds, euro equity, ADR, GDRs.

Unit-II: Foreign Exchange Market

Distinctive features and types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange rate mechanism-quotes in spot market and forward market, Triangular arbitrage: nominal effective exchange rate (NEER),Real effective exchange rate (REER), currency derivatives-forwards, Futures, forward rate agreement, options, swaps. Foreign Exchange Management Act, BoP, BoP trends in India, current account convertibility, capital account convertibility, Tarapore Committee Report.

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Unit-IlI : Exchange Rate Determination & Risk Management

Theories of exchange rate behavior**,** Parity conditions, Purchasing power parity, Interest rate parity. International Fisher effect, Unbiased forward rate theory, International debt crises and currency crises, Asian currency crisis, Greek debt crisis, Risk management in Multinational Corporations**,** Types of risk-currency risk, Transaction exposure, Translation exposure, economic exposure and assessment, interest rate risk, Country risk assessment, political risk. Financial risk, Risk management through hedging, Natural hedges, hedges with currency derivatives, Forward market hedging options, Market hedge, Money market hedge, Hedging exposure through swaps, other financial and non-financial methods of hedging.

Unit-IV: Multinational Corporate Decisions in Global Markets

Nature of International finance functions and the scope of International financial management, TFM and domestic FM, Foreign investment decision, Foreign direct investment(FDI)motives, FDI theories, Theory of comparative advantage, OLI paradigm of FDI in India, Modes of foreign investment, Evaluation of overseas investment proposal using NPV and APV, International cash management, Multinational capital structure decision, Cost of capital, International portfolio diversification rationale, barriers, home country bias

Unit-V: International Tax Environment

Types of taxation, Income tax, withholding tax, value added tax, Tobin tax, tax environment-worldwide approach, territorial approach, Foreign tax credits, tax havens, Organization structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation, netting, offshore financial centers, re-invoicing center, Tax havens; Objectives of taxation -tax neutrality tax equity, Double taxation avoidance, Tax implications of foreign enterprises in India, Taxation of foreign source income in India, Transfer pricing (TP) and tax planning -TP methods, TP rules in India

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Suggested Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", Tata McGraw Hill Education Pvt. Ltd., Special Indian Edition,
2. Levi M., "International Finance", Routledge, Taylor & Francis Group
3. Shailaja G, "International Finance", Orient Blackswan
4. HendrikVandenBerg,"InternationalFinanceandOpenEconomyMacroEconomics"Cambridge
5. Sharan V., "International Financial Management", PHI,
6. Madura J., "International Financial Management", Cengage Learning.
7. Apte P.G., "International Finance", McGraw Hill
8. "Risk Management, Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", Excel Books
10. Jain, Peyrard and Yadav "International Financial Management," Trinity Press.
11. Kevin. S., Fundamentals of International Financial Management, Second edition, PHI
12. Alan C. Shapiro, Peter Moles, "International Financial Management" Wiley

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-M-III
Course: BUYER BEHAVIOUR

Course Objectives:

1. Understand the world of buyer behavior.
2. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.
3. Analyze the various perceptions, learning, memory, personality, and attitudes influence consumption behavior.
4. Identify various buyer behavior theories and concepts to marketing decisions.
5. Describe the role of culture and family groups in buyer behaviour

Course Outcomes:

1. Identify the major influences in buyer behavior
2. Develop an understanding between different consumer behavior influences and their relationships.
3. Design and evaluate the marketing strategies based on fundamentals of consumer buying behavior.
4. Demonstrate a comprehensive understanding of buyer behaviour process
5. Describe models of buyer behaviour

Unit - I: **Understanding Buyer Behaviour**

Introduction to buyer behaviour, Contemporary dimensions of buyer behaviour, Buyer behaviour research process, Concepts and theories of motivation marketing implications, Motivation and buyer behavior, motives and motivation theories, personality and its role in buyer behavior.

Unit - II: **Components of Buyer Behavior**

Perception and Learning Theory: Introduction, meaning, nature, Importance and limitation of perception, Theories of buyer behavior, its role in Learning principles and their marketing implications. Concepts of conditioning, important aspects of information processing theory, encoding and information retention, Retrieval of information

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Unit - III: Role of Culture and GSroups

Impact of culture on buyer behaviour, Social and cultural settings, Meaning of culture, Characteristics of culture, Functions of culture, Types of culture, Sub-culture and cross cultural marketing practices, Reference groups and family life cycle, Advantages and disadvantage of reference groups, Types of reference groups. Role of family life cycle in buyer behavior

Unit - IV: Attitude and Buyer Decision Process

Consumer decision making and buyer attitude: Information search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision, Post-purchase behaviour, Attitude and consumer behaviour, Meaning of attitude, nature and characteristics of attitude, Types of attitude, Learning of attitude, Sources of influence on attitude formation

Unit - V: Models of Buyer Behavior

Models of buyer behaviour: Modeling behavior, Traditional models, Contemporary models, Generic models of buyer behavior, Howard Sheth model, Engel Blackwell model and Rao-Lilien model, Consumerism

Suggested Readings:

1. Schiffman and Kanuk, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior, 2014, oxford University Press.
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Shethand Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-M-IV
Course: SERVICES AND DIGITAL MARKETING

Course Objectives:

1. To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services on global markets
2. Identify the major elements needed to improve the marketing of services.
3. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
4. Appraise the nature and development of a global marketing strategy.
5. Understand the various aspects of social media marketing

Course Outcomes:

Unit-I: Introduction to **services and Effective Management of Services marketing**

Concepts, contribution and reasons for the growth of services sector, difference in goods and services in marketing, characteristics of services, Classification of services, Services marketing triangle, Internal marketing of services, External versus internal orientation of service strategy. Marketing demand and supply through capacity planning. Market segmentation, targeting and positioning in services.

Unit-II: Understanding customer expectations through market research and consumer behavior in services

Conducting marketing research to understand customer expectations, Search experience and Credence property, consumer expectation of services, two levels of expectations, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services-Factors that influence customer perception of services, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

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Unit-III: Marketing mix in services marketing

Traditional mix: The Seven Ps, Product decision, Pricing strategies and tactics, Promotion of service and placing of distribution methods for services. Extended marketing mix, The service delivery process, Designing of the service, blue printing, Managing service role in service encounters, service failure, Service recovery, importance of service employee, Quality-productivity trade off. Physical evidence in services, Types and role of service space

Unit-IV: **Introduction to digital marketing**

Digital marketing, Importance of digital marketing, Difference between traditional marketing and digital marketing, Trends and scenario of the industry. Search Engine Optimization (SEO), History &growth of SEO, Campaign creation, Google Adwords, Ad creation, Approvals& extensions, Site targeting, Keyword targeting, Demographic targeting/ bidding.

Unit - V: **Social media marketing**

Social media marketing &Social media, Blogging, Social networking, Video creation & Sharing, Use of different social media platforms, Content creation, Web analytics.

Campaign tagging & Reporting, Email marketing, Introduction to audience reports, Traffic & content reports, Real-time data.

Suggested Readings:

1. Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, "Services Marketing - Integrating Customer Focus Across the Firm", Tata McGraw Hill Publishing Co.
2. VasantiVenugopal and Raghu "Services Marketing", Himalaya Publishing House.
3. Douglas Hoffman, John E.G.Bateson, "Services Marketing: Concepts, Strategies and Cases ", Cenage Publications- 5th Edition
4. Sucharith Debnath, Dr. Indrajt Sinha "Services Marketing, Nitya Publication.
5. Wirtz Jochen, Lovelock Christopher" Services Marketing: People Technology, Strategy Pearson, 8th edition.
6. Ian Dodson, "The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns" Wiley, 1st edition, 2016

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-HR-III
Course: LEADERSHIP AND CHANGE MANAGEMENT

Course Objectives:

1. To have conceptual foundation to read change in organizations
2. To understand how culture differences impact leadership and change processes
3. To understand methods for monitoring the progress of change initiatives
4. To assess models of change management
5. To identify concepts of initiating change management

Course Outcomes:

1. Describe knowledge and understanding of different leadership styles and models.
2. Familiarize with the drivers, methods and model of change.
3. Develop cultural competence in the context of Global organizations and diverse teams
4. Categorize the culture of change in organizational climate
5. Evaluate models of change management in organizations and their impact

Unit - I: Introduction to leadership

Traits, Styles, Skills, Behaviors, Vision, Inspiration and momentum of leadership- International Framework for analyzing leadership, Personality types and leadership, Five factor model of personality, Leadership perspectives on cultural values, Responsibility and organizational performance, Current issues contemporary Leadership styles.

Unit - II: Leadership development programs and models

Characteristics, Types and evaluation of leadership development, Efforts-trait, Behavior, Power influence, Situational and integrative approaches to leadership, Causal and normative models - Leader-member exchange theory, LPC model-VIM of self- leadership perspectives on change, Contingency, Resource dependence, Population ecology and institutional.

Unit - III: Strategic change process

Hopson's change curve, Virginia Satir change model, Noer's redundancy intervention model-change path diagnostics, Reactive and proactive change Path-Nabisco's Renewal Path, Diagnostic models for organizational change, Methods for dealing with resistance to change, Enablers and

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barriers to change, Model of cognitive, Effective and behavioral responses to change, Five stages of planned change.

Unit - IV: Initiating change

Weinberg's change process, triggers, drivers and tracers of change - Leavitt model- change mapping, change spectrum, Gestait change cycle - Tropics Test, Behavioral, cognitive, psycho - dynamic and humanistic approaches to change, Bechard's change formula - Buchanon and McCalman's model of perpetual transit in management - Types of individual, group and organizational change, Organizational change matrix.

Unit - V: Methods and models for change management

Warfield 6-3-5 method Rosemary Stewat's model - Tony Buzan's mind maps - Edward de Bono's six thinking hats - Johari window - Nadler and Tushman's congruence model - Scenario analysis - power - interest matrix - Kotler's 8 step change model Pendlebury, Nadler, Kanter and Taffinder's planned change models, Dunphy Contingency Model of change.

Suggested Readings:

1. Cameron &Green, " Making sense of change management", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage.
3. Peter Lornge, "Thought leadership", Meets Business", 1st edition, 2009, Cambridge
4. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
5. Gary Yukl, "Leadership in organizations", 2006, Pearson.
6. A J. DuBrin," Leadership", 2005, Wiley.
7. Mark Hughes," Change management in organization ", 2008, Jaico.
8. Kavitha Singh," Organization Change & Development ", 2005, Excel Books.
9. Lussir," Effective Leadership", 2009, Cengage.
10. Eric Flamholtz & Yvonne Randle, "Leading Strategic Change" 1st Ed. 2009, Cambridge.
11. Ian Palmer," Managing organizational change", 2008, TMH.
12. Jim Grieves, "Organizational change",2010, Oxford.
13. Jeffry Russell, "Change Basics ", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivasthava, "Transformation Leadership", 2008, Macmillan

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-HR-IV
Course: PERFORMANCE MANAGEMENT

Course Objectives:

1. Understanding of various approaches to measure performance and facilitate studying different methods of performance appraisal.
2. Provide knowledge of the processes performance bench - marking and framework of competencies
3. Understanding of various performance metrics and models.
4. Indentify areas of performance benchmarking
5. Evaluate performance metrics and performance models

Course Outcomes:

1. Identify and develop Competent Executives
2. Transform Performance Appraisals and Performance Management
3. Enumerate and build pivotal performance metrics
4. Establish leading Human Capital
5. Predict performance metrics and models

Unit - I: Introduction

Definition, concerns and scope of PM. Performance appraisals, Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAS-Performance targets, Trait, Behavior and results approaches to measuring performance. The impact of HRM practices on performance.

Unit - II: Performance appraisal

Assessment center-psychometric tests. Role play-self appraisal, 360 degree appraisals- Rating-less appraisals for the future of PMS, Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix, Diagnosis and performance improvement, Performance review, Performance analysis.

Unit - III: Performance bench marking

Human information processing and performance loop, performance shaping factors-Yerkes-Dodson's Law, Corporate performance management, EFQM excellence model, Diagnostic and process bench marking, PM Audit, PM pathway analysis. The impact of Performance management on line managers and employees.

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Unit - IV: Competency mapping and pay plans

Competency mapping-Mercer's human capital wheel, Human asset worth estimator and accession rate, CIPD human capital framework, Performance, competence and contribution related pay models. Cafeteria benefits plan, call back pay. The McBer generic managerial competency model-Competency causal flow model, Competency gap, Competency Assessment-Balanced score card framework.

Unit - V: Performance metrics and models

Performance measures pyramid. Steps for designing metrics, Wang Lab, smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with behavior model, Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg's integrated model of PM, Sears model for organizational performance.

Suggested Readings:

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management &Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management &Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-E-III
Course: TECHNOLOGY FOR ENTREPRENEURS

Course objectives:

1. Explores the intersection of technology and entrepreneurship
2. Focus on how technology both drives and enables entrepreneurial ventures.
3. State key technologies that have revolutionized various industries
4. Understand essential technological skills required for successful entrepreneurship.
5. Discuss basic requirements challenges in technological entrepreneurship

Course outcomes:

1. Understand the role of technology in shaping entrepreneurial opportunities.
2. Identify and evaluate emerging technologies with the potential for entrepreneurship
3. Develop the necessary technological skills to create and manage entrepreneurial Startups.
4. Analyze Real-world Case Studies of Successful and Failed entrepreneurial ventures.
5. Formulate effective strategies for integrating technology into entrepreneurship

Unit I: Introduction to technology & entrepreneurship

Technological entrepreneurship: Concept, meaning and definition; Historical overview of technological advancements and entrepreneurship; Importance of technology in identifying market gaps and creating value; Overview of key concepts such as innovation, disruption, and scalability.

Unit II: Technologies driving entrepreneurial opportunities

Understanding emerging technologies (e.g., AI, IoT, Blockchain, Biotech), Disruptive potential of new technologies in various industries, Case studies of successful startups, Leveraging technology for entrepreneurship, Identifying market trends and opportunities through technological advancements

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Unit III: Technological skills for entrepreneurs

Basics of coding and programming for non-technical entrepreneurs, Data analysis and interpretation for informed decision-making, UI/UX design principles for creating user-friendly products and introduction to cyber security and data privacy considerations.

Unit IV: Integrating technology into models

Lean startup methodology and iterative development, Design thinking and user-centered product development, Building Minimum Viable Products (MVPs) to validate ideas, Strategies for scaling technology-driven ventures.

Unit V: Challenges and strategies in technological entrepreneurship

Managing technology risks and uncertainties, Intellectual Property protection and patents, Navigating regulatory and ethical challenges in tech startups, learning from failure: Case studies of unsuccessful technology venture

Suggested Readings:

1. Ries Eric (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Portfolio Penguin Publisher
2. Duening, T. N., Hisrich, R. A., & Lechter, M. A. (2016). Technological Entrepreneurship: Creating, Capturing, and Protecting Value (1st ed.). Academic Press.
3. Peter Thiel and Blake Masters (2014).Zero to One: Notes on Startups, or How to Build the Future ,Virgin Books Publisher - 2014th edition
4. Timmons, J. A., Spinelli, S., &Zacharakis, A. (2019).New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill Education.
5. Morris, M. H., Kuratko, D. F., & Covin, J. G. (2019).Corporate Entrepreneurship & Innovation, Cengage Learning.
6. Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (1st ed.). Harvard Business Review Press.
7. Moore, G. A. (1991). Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers (1st ed.). Harper Business.
8. Skarzynski, P., & Crosswhite, D. (2014). The Innovator's Field Guide: Market Tested Methods and Frameworks to Help You Meet Your Innovation Challenges. Wiley.
9. Ross, A. (2017). The Industries of the Future (Reprint ed.). Simon & Schuster.

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10. Matthes, E. (2019). Python Crash Course: A Hands-On, Project-Based Introduction to Programming (2nd ed.). No Starch Press.
11. Kawasaki, G. (2015). The Art of Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything. Portfolio.
12. Eyal, N. (2014). Hooked: How to Build Habit-Forming Products. Portfolio.
13. Blank, S., &Dorf, B. (2012). The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company (1st ed.). Wiley.
14. Croll, A., &Yoskovitz, B. (2013). Lean Analytics: Use Data to Build a Better Startup Faster. O'Reilly Media.
15. Horowitz, B. (2014). The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. Harper Business.
16. Aulet, B. (2013). Disciplined Entrepreneurship: 24 Steps to a Successful Startup. Wiley books

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-E-IV
Course: SOCIAL ENTREPRENEURSHIP

Course Objectives:

1. To explain the concept of social entrepreneurship
2. To help understand the modalities involved in social entrepreneurship
3. To give a holistic perspective of social entrepreneurship
4. Understand the framework of social entrepreneurship
5. Discuss the opportunities in social entrepreneurship for the betterment of society

Course Outcomes:

1. Develop insights into the nature of social entrepreneurship
2. Assess the role of innovation and social entrepreneurship
3. Evaluate the need for social entrepreneurship in the societal context
4. Judge the concept of social entrepreneurship
5. Construct Strategic framework of social entrepreneurship

Unit I: Over view of social entrepreneurship

Introduction to social enterprise, Understanding social entrepreneurship, Individual as a social entrepreneur, Challenges and prospects of social entrepreneurship, Models of social enterprises, Support of corporate social responsibility activities for social entrepreneurship.

Unit II: Types of Social Entrepreneurship

Factors impacting transformation into social entrepreneur, Characteristics of social entrepreneur, Difference between a business entrepreneur and social entrepreneur, Forms of social enterprises: Profit and non-profit proprietorships- partnership, Non-governmental organization, society, trust and company, Variables determining selection of forms of registration.

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Unit III: Social innovation

Understanding environment and idea generation for social enterprise, Social innovation and inclusion, Need identification of products /services of social enterprise, Appraising the idea formation though feasibility analysis, Achieving social objectives with commercial ventures.

Innovation approaches, Disruptive innovations, Theory of social change, Innovations in public and non-profit organizations, Steps to design an innovative social enterprise, Creating a social business model.

Unit IV: Social entrepreneurship opportunities

Opportunities for social entrepreneurs and initiatives: Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities, Enterprise launching and its procedure, Start-ups, incubation, accessing venture capital, CSR funds, PPP. Successful social entrepreneurship initiatives

Unit V: Strategic framework of social entrepreneurship

Managing growth and performance, Strategic framework analysis of social enterprise, Crafting alliances between nonprofit business & government organizations, Social enterprise management and sustainability of social enterprise, Social audits, Skill development and enhancement, Market research for product/services of social enterprise. Socio-economic impact of social enterprise, Benefits and rewards of social enterprise, Impact of social entrepreneurship on community and stakeholders.

Suggested Readings:

1. Paramasivan. C "Social Entrepreneurship", New Century Publications, 2020
2. David Bornstein , Susan Davis, "Social Entrepreneurship : what everyone needs to know" Oxford university press, 2019
3. Prahalad C.K, The fortune at the bottom of the pyramid, Eradicating poverty through profits, 2007,Pearson
4. Bronstein David, How to change the world: Social Entrepreneurs and the birth of new idea, 2004
5. Archana Singh, Meetal Reeji "Social entrepreneurship and sustainable development" Routledge 2020
6. Constant Beugre "Social Entrepreneurship" 2016edition, Taylor & Francis Ltd
7. S.B. Verma, Y.T Pawar, " Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd, 2004
8. Gupta C B, N.P Srinivasan, "Entrepreneurship Development in India" , 2009
9. Maurice Hansan,"Social Entrepreneurship" Excelic Press LLC, 2021
10. Carole Carlson , "Social Entrepreneurship and Innovation", 1st Edition Sage Publishing, 202

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-S-III
Course: DATA VISUALIZATION

Course Objectives:

1. To enable students to understand the concepts related to data visualization.
2. To understand the tools and techniques of Data Visualization, dashboards.
3. To enable a practical understanding of Visualization with Power BI.
4. Understand the concepts of dashboards in data visualization
5. Summarize the aspects of Microsoft power BI

Course Outcomes:

1. Assess the importance of Data -Visualization for Decision- making.
2. Indentify practical experience of Data Visualization on Microsoft Power BI.
3. Analyze the tools and techniques of data visualization
4. Design data visualization dashboards
5. Formulate methods to organize and monitor data visualization dashboards

Unit - I: Introduction to data and information visualization

Definition and why we visualize data, How we visualize data, A brief history of Data Visualization, Types of data - categorical, ordinal and quantitative data. Visual analytics concepts.

Unit - II: Data Visualization tools and techniques

Data Visualization tools , Multidimensional Data Visualization tools, Column and Bar graphs, Charts, Line graphs, Scatter plots, Pie graph, Hierarchical and Landscape Data Visualization tools, Maps, Tree graph.

Unit - III: Data Visualization -Dashboard Basics

Definition- Performance of dashboard, Types of dashboards- Operational, Tactical and Strategic. Dashboard design, Business activity monitoring through Dashboards, Common pitfalls of dashboard design. Organizing data for dashboards

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Unit - IV: Introduction to Power BI

Power BI, Concepts-Parts of Power BI Desktop , Major Building Blocks of Power BI, Data Sets, Shared data sets, Reports, Dashboards - Types of Visualizations, Area charts, Bar and Column charts, Donut charts, Gauge charts, KPI's, Line charts, Maps, Matrix, Q&A Visual, Tree maps, Waterfall charts.

Unit - V: Microsoft Power BI and Other features

Getting Data Source-Excel as a source, SQL as source, Web as a source, Creating and interacting with Dashboards, Sharing dashboards -Power Query editor for querying data and Report server for reports.

Suggested Readings:

1. Dick Kusleika "Data Visualization with Excel dashboards and reports", 2021, Wiley.
2. Ramesh Sharada, Dursun Delen, Efraim Turban,"Business Intelligence", A managerial perspective on analytics Pearson.
3. Stephanie P.H,"Effective Data Visualization: Right chart for sight data" Evergreen 2019.
4. Tom Soukup, Ian Davidson,"Visual Data Mining -Techniques and tools for Data Visualization and Mining", Wiley Publishing.
5. Wayne W Eckerson, "Performance Dashboards-Measuring, monitoring and managing your business" Wiley &Sons, Inc.
6. Mitchell Pearson, Manuel Quintana,"Microsoft Power BI quick start guide: Packt Publishing, 2018.
7. Alberto Ferrari, Marco Russo,"Introducing Microsoft Power BI- Microsoft Press, 2016, Microsoft Corporation.

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Semester-IV
PAPERCODE-404-S-III
Course: Data Visualization
Practical Syllabus

Getting Started with Power BI – Understanding the parts of Desktop Power BI.

Getting access to Data Sources from Power BI.

Exploring Data sets.

Creating simple visualizations-Creating Map Visualizations, Using Combination Charts,

Using Table, Modify Colors in Charts, Adding Shapes, Images and Text box.

Creation, Sharing of Dashboards

Creation, Styling and Sharing of Reports

Using Excel Data (integrating excel data with Power BI)

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SEMESTER-IV
Discipline Specific Elective
PAPER CODE - MB 404-S-IV
Course: DATA MINING FOR BUSINESS

Course Objectives:

1. To familiarize students with concepts related to data mining.
2. To understand the various tasks in data mining
3. To give a holistic application of data mining
4. Describe clustering of data mining
5. Explain web mining techniques

Course Outcomes:

1. Assess the role of data mining in business and decision-making process.
2. Analyze practical overview of data mining
3. Design and formulate latest concepts in data mining
4. Compose prediction analysis techniques
5. Sketch various web mining techniques

Unit - I: Introduction to data mining

Definition- Data mining and knowledge discovery- Motivating challenges in data mining -Origins of data mining - Data mining tasks.

Unit - II: Data pre-processing

Data summarization- Data cleaning- Data integration and transformation- Data reduction- Data discretization and concept hierarchy generation- Feature extraction-feature transformation.

Unit - III: Association, Classification and Clustering

Association: Definition, Market-Basket Analysis, Naive Algorithm, Aprori Algorithm, Software for association rule mining.

Classification and prediction: Decision tree, Bayesian classification, Rule-base classification, Prediction - Linear regression.

Clustering: Basic issues in clustering, partitioning methods clustering analysis software.

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Unit - IV: Web Mining and Other Mining

Web mining- introduction- Web content mining, Web usage Mining, Web structure mining- Spatial data mining- Text mining, Multimedia mining.

Unit - V: Data mining applications

Application strength of data mining- Data mining for banking and financial data analysis- Data mining in insurance-data mining in biological data analysis- Social media marketing- CRM- Tourism industry- agriculture sector

Suggested Readings:

1. Introduction To Data Mining - Pang-Ning Tan, Michael Pang, Vipin Kumar - Education -2018.
2. Data Mining Concepts and Techniques- J. Han, M. Kamber- Morgan Kaufmann.
3. Introduction to Data Mining- ChaitanyaP. Agrawal, Meena Agrawal. Pearson
4. Data Mining: Concepts, Models, Methods and Algorithms- M. Kantardzic- John Wiley & Sons Inc.
5. Data Mining: Introductory and Advanced Topics - M. Dunham- Pearson Education.
6. Data mining Techniques and application – An introduction, Hongbo Du, Cengage Learning
7. Data Mining: Techniques And Trends, N. P. Gopalan, B. Sivaselvan , Prentice-Hall of India Pvt.Ltd
8. Khushboo Saxena, Sandeep Saxena, Akash Saxena, ”Data Mining and Warehousing “, BPB Publications
9. G. K. Gupta “Introduction To Data Mining With Case Studies”, PHI Learning
10. Jain Pei, Jiawei Han, Micheline Kamber,”Data Mining: Concepts and Techniques” Elsevier Science

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Semester-IV

PAPER CODE - MB 405

DISSERTATION

A dissertation has to be prepared and submitted at the end of the IV semester. This carries one credit. A broad outline for the dissertation is as follows

1. Introduction
2. Review of Literature
3. Research Methodology
4. Data analysis and findings
5. Conclusions, Suggestions and Recommendations
6. Annexure (Bibliography / References / Questionnaire)

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Semester-IV

PAPER CODE - MB 406

FINAL PRESENTATION

A final presentation of the research / project work carrying two credits (50 marks) is compulsory. This will be at the end of semester IV

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Semester-IV

PAPER CODE- MB 407

VIVA VOCE DURING FINAL PRESENTATION

The viva voce during final presentation will carry one credit and cover various aspects of the research project and also topics covered in the program curriculum. It will be a comprehensive viva voce.

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