



INVERTIS UNIVERSITY, BAREILLY

SYLLABUS

FOR

Master of Business Administration

**Master Of Business Administration Syllabus As Per Course Structure
To Be Effective From Academic Year 2020 Onwards**

STATEMENTS OF PEOs, POs AND PSOs

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO 1- PROFESSIONAL DEVELOPMENT

To develop students' capacity to acquire managerial knowledge and apply it professionally within realistic constraints across the industry with ethical responsibility.

PEO 2- DEVELOPING CORE PROFICIENCY

To impart knowledge of Management theory and practice for providing ability to identify, comprehend, analyze, design and formulate solutions for various issues with hands on experience from the industry.

PEO3- MANAGERIAL SKILL ACCOMPLISHMENTS

To develop ability to design, simulate, experiment, analyze, optimize and interpret managerial tools for decision making required for solving complex managerial problems through multidisciplinary concepts and contemporary learning.

PEO4- PROFESSIONALISM

To provide exposure and awareness on importance of soft skills for holistic personality development and development of professional attitude so as to produce industry ready graduates having the highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.

PEO5- LEARNING ENVIRONMENT

To provide students with an academic environment and make them aware of excellence, develop the urge of discovery, creativity, leadership, and entrepreneurial capability.

Program Outcomes (POs)

PO1	Managerial knowledge	An ability to apply knowledge of management
PO2	Problem analysis	An ability to analyze and interpret problems
PO3	Interpersonal Skills	An ability to utilize interpersonal skills to lead/manage employees in an organizational setting,
PO4	Critical thinking Skills	An ability to demonstrate critical thinking skills.
PO5	Conduct investigations of problems	An ability to identify, formulate, comprehend, analyse, and synthesise information to solve managerial problems and provide valid conclusions.
PO6	Use of Modern tools	An ability to use the contemporary techniques, skills and modern tools necessary for managerial decisions.
PO7	Ethics	Understand the ethical implications of business decision making and recognize ethical dilemmas.
PO8	Individual and teamwork	Exhibit the leadership capacity and teamwork skills for business decision making.
PO9	Communication skill	An ability to demonstrate effective communication.
PO10	Project management and finance	An ability to use skills and management principles, develop an ability to work as a member and leader in a team, to manage projects and demonstrate capabilities in new venture creation.
PO11	Holistic Development	Ensuring holistic and sustainable development of students
PO12	Life-long learning	Achieving higher levels of proficiency and self-actualization through pursuing lifelong learning.

YEAR -1		SEMESTER-I					
Course Code	Course Title	Course Category	L+T+P	CA	EE	TOTAL	CREDIT
MBA101	Management- Micro and Macro	DSC	4+1+0	30	70	100	4
MBA102	Market Science	DSC	4+1+0	30	70	100	4
MBA103	Computing Techniques	AECC	2+0+0	15	35	50	2
MBA104	Recording and Analysis of Business Operations	DSC	4+1+0	30	70	100	4
MBA105	Micro Economics & Economic Planning	DSC	4+1+0	30	70	100	4
MBA106	Managerial Communication Skills	SEE	2+0+0	15	35	50	2
MBA107	Quantitative Skills	AECC	4+1+0	30	70	100	4
LAB							
MBA151	MS-Office Lab	SEE	0+0+3	15	35	50	2
MBA152	Managerial Communication Lab	SEE	0+0+3	15	35	50	2
TOTAL				210	490	700	28

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

Year -1		Semester-II					
Course Code	Course Title	Course Category	L+T+P	CA	EE	Total	Credit
MBA201	Management Science	DSC	3+0+0	15	50	65	2
MBA202	Market Intelligence	GEC	4+1+0	30	70	100	4
MBA203	Identification, addition and delivery of Value	DSC	4+1+0	30	70	100	4
MBA204	Economics of Human Resource	DSC	4+1+0	30	70	100	4
MBA205	Legal Issues in Business	DSC	4+1+0	30	70	100	4
MBA206	Financial Issues	DSC	4+1+0	30	70	100	4
MBA207	Digital Marketing	SEE	4+1+0	30	70	100	4
MBA208	Analytical Ability and Professional Communication	AECC	3+0+0	15	35	100	2
LAB							
MBA251	R Lab	SEE	0+0+2	15	35	35	2
MBA252	Written Analysis And Communication Lab	SEE	0+0+3	15	35	50	2
Total				240	560	800	32

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

**After 2nd Semester, students will undergo 6-8 weeks of summer training compulsorily in Public Sector undertakings or Private Sector, known as Hands on Experience. Evaluation will be on the basis of the performance feedback received from the Industry mentor, project report (40 marks) and performance in the Viva (60 marks).

Year-2	Semester-III						
Course Code	Course Title	Course Category	L+T+P	CA	EE	Total	Credit
MBA301	Strategic Management	DSC	4+1+0	30	70	100	4
MBA302	Event Management*	GEC	2+1+2	60	40	100	4
MBA303	Entrepreneurial Development & Innovation	AECC	4+1+0	30	70	100	4
MBA*	Spec. Group 1 Paper 1	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 1 Paper 2	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 2 Paper 1	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 2 Paper 2	DSE	4+1+0	30	70	100	4
MBA396	Hands on Experience Viva**	AECC		40	60	100	4
	Total			280	520	800	32

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

*Event Management being a highly practical subject, student's Organizing capacity evaluation become important. The students will be divided into group of four and these groups are expected to organize at-least one event. Evaluation of the group will be based on the report submitted by the group and viva will be conducted for individual assessment. It is therefore necessary to reduce the weightage of external written examination to 40 marks and event organized assessment to 60 Marks. Out of 60 marks UTs consist of 20 marks and the rest 40 marks will be on viva of students on their event management experience.

MBA* represents **Specialization Papers from Specialization Group**

Year-2	Semester-IV						
Course Code	Course Title	Course Category	L+T+P	CA	EE	Total	Credit
MBA**	Spec. Group 1 Paper 3	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 1 Paper 4	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 1 Paper 5	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 3	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 4	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 5	DSE	4+1+0	30	70	100	4
MBA496	Comprehensive Viva	AECC	NA	NA	100	100	4
	Total		NA	180	520	700	28

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

MBA** represents Specialization Papers from Specialization Group

Note: Students are required to choose any two specializations. The first specialization chosen by student will be treated as Spec. Group 1 and second specialization will be treated as Spec. Group 2.

A course on Human Values & Ethics of 2 Credits will be conducted as a compulsory course once during the entire Programme.

Functional Specialization

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (MKTG.)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA316	Sales And Distribution	DSE	4+1+0	30	70	100	4	III
MBA317	Service Management	DSE	4+1+1	30	70	100	4	III
MBA318	Marketing Of Financial Services	DSE	4+1+2	30	70	100	4	III
MBA319	Personal Selling Lab	DSE	4+1+2	30	70	100	4	III
MBA416	CB AND IMC	DSE	4+1+1	30	70	100	4	IV
MBA417	Rural Marketing	DSE	4+1+2	30	70	100	4	IV
MBA418	International Marketing	DSE	4+1+3	30	70	100	4	IV
MBA419	Marketing Analytics	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HUMAN RESOURCE (HR)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA321	Organizational Diagnosis & Development	DSE	4+1+0	30	70	100	4	III
MBA322	Training & Development And Competency Mapping	DSE	4+1+0	30	70	100	4	III
MBA323	Current Trends & Cases In Human Resource Management	DSE	4+1+1	30	70	100	4	III
MBA421	Employee Welfare And Labour Legislation	DSE	4+1+1	30	70	100	4	IV
MBA422	Strategic Human Resource Management	DSE	4+1+2	30	70	100	4	IV
MBA423	Performance Appraisal And Compensation Management	DSE	4+1+3	30	70	100	4	IV
MBA424	HR Analytics	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - FINANCE (FIN)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA311	Tax Planning and Management	DSE	4+1+0	30	70	100	4	III
MBA312	Security Analysis & Portfolio Management	DSE	4+1+0	30	70	100	4	III
MBA313	Technical Analysis Of Financial Markets	DSE	4+1+1	30	70	100	4	III
MBA411	Corporate Restructuring	DSE	4+1+1	30	70	100	4	IV
MBA412	Banking Operations Management	DSE	4+1+2	30	70	100	4	IV
MBA413	Financial Market & Services	DSE	4+1+3	30	70	100	4	IV
MBA414	Mutual Fund	DSE	4+1+4	30	70	100	4	IV
MBA415	Business Valuation And Risk Management	DSE	4+1+5	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - INFORMATION TECHNOLOGY (IT)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA336	Business Intelligence And Data Mining	DSE	4+1+0	30	70	100	4	III
MBA337	E-Commerce	DSE	4+1+0	30	70	100	4	III
MBA338	Artificial Intelligence In Business Applications	DSE	4+1+1	30	70	100	4	III
MBA436	Big Data Analytics	DSE	4+1+1	30	70	100	4	IV
MBA437	It Project Management	DSE	4+1+2	30	70	100	4	IV
MBA438	Data Communication And Networking Security	DSE	4+1+3	30	70	100	4	IV
MBA439	Machine Learning & Cognitive Intelligence Using Python	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - INTERNATIONAL BUSINESS (IB)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA326	International Business	DSE	4+1+0	30	70	100	4	III
MBA327	Exim Procedure & Documentation	DSE	4+1+0	30	70	100	4	III
MBA328	Global Competitiveness And Strategic Alliances	DSE	4+1+1	30	70	100	4	III
MBA426	International Financial Management	DSE	4+1+1	30	70	100	4	IV
MBA427	Environment & Global Competitiveness	DSE	4+1+2	30	70	100	4	IV
MBA428	Global Logistics & Supply Chains	DSE	4+1+3	30	70	100	4	IV
MBA429	International Marketing	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - PROJECT MANAGEMENT (PM)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA371	Project Formulation And Appraisal	DSE	4+1+0	30	70	100	4	III
MBA372	Construction Planning, Scheduling And Control.	DSE	4+1+0	30	70	100	4	III
MBA471	Construction Personnel Management	DSE	4+1+1	30	70	100	4	IV
MBA472	Construction Project Management	DSE	4+1+2	30	70	100	4	IV
MBA473	Project Safety Management	DSE	4+1+3	30	70	100	4	IV

Sectoral Specialization

DISCIPLINE SPECIFIC ELECTIVE - RETAIL MANAGEMENT (RM)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA341	Retail Science	DSE	4+1+0	30	70	100	4	III
MBA342	Pricing And Branding	DSE	4+1+0	30	70	100	4	III
MBA343	Retail Credit Management- Lending & Recovery	DSE	4+1+1	30	70	100	4	III
MBA441	International Retailing	DSE	4+1+1	30	70	100	4	IV
MBA442	Merchandising And Mall Management	DSE	4+1+2	30	70	100	4	IV
MBA443	Acquiring, Maintaining And Retaining Customer	DSE	4+1+3	30	70	100	4	IV
MBA444	Retail Analytics	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HEALTHCARE MANAGEMENT (HM)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA351	Hospital Planning	DSE	4+1+0	30	70	100	4	III
MBA352	Medical Terminology And Procedures	DSE	4+1+0	30	70	100	4	III
MBA353	Information Technology In Pharma And Healthcare	DSE	4+1+1	30	70	100	4	III
MBA451	Hospital Administration	DSE	4+1+1	30	70	100	4	IV
MBA452	Laws Related To Hospital And Medical Services	DSE	4+1+2	30	70	100	4	IV
MBA453	Healthcare And Administration Of Clinical And Non-Clinical Services	DSE	4+1+3	30	70	100	4	IV
MBA454	Entrepreneurship In Pharma And Healthcare	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - RURAL AND AGRICULTURE MANAGEMENT (RAM)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA376	Rural Economy	DSE	4+1+0	30	70	100	4	III
MBA377	Basics Of Rural And Agricultural Marketing	DSE	4+1+0	30	70	100	4	III
MBA378	ICT For Agriculture Management	DSE	4+1+1	30	70	100	4	III
MBA476	Distribution Strategies For Rural And Agricultural Marketing	DSE	4+1+1	30	70	100	4	IV
MBA477	Evolution Of Agricultural Marketing In India	DSE	4+1+2	30	70	100	4	IV
MBA478	Rural And Agricultural Financing	DSE	4+1+3	30	70	100	4	IV
MBA479	Agri – Entrepreneurship	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HOSPITALITY & TOURISM MANAGEMENT (HTM)								
CourseCode	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA331	Introduction To Tourism Industry	DSE	4+1+0	30	70	100	4	III
MBA332	Hospitality And Tourism Planning	DSE	4+1+0	30	70	100	4	III
MBA333	Revenue Management	DSE	4+1+1	30	70	100	4	III
MBA431	Travel Agency And Tour Operators	DSE	4+1+1	30	70	100	4	IV
MBA432	Hospitality Information System	DSE	4+1+2	30	70	100	4	IV
MBA433	Tourist Products Design And Destination Development	DSE	4+1+3	30	70	100	4	IV
MBA434	Strategic Hospitality Management	DSE	4+1+4	30	70	100	4	IV

LIST OF DISCIPLINE SPECIFIC CORE COURSE		
SI No	COURSE CATEGORY	COURSE NAME
1	DSC	Management- Micro and Macro
2	DSC	Micro Economics & Economic Planning
3	DSC	Management Science
4	DSC	Identification, addition and delivery of Value
5	DSC	Legal Issues in Business
6	DSC	Strategic Management
7	DSC	Economics of Human Resource
8	DSC	Market Science
9	DSC	Financial Issues
10	DSC	Recording and Analysis of Business Operations

LIST OF SKILL ENHANCEMENT ELECTIVE COURSE		
SI No	COURSE CATEGORY	COURSE NAME
1	SEE	Managerial Communication Skills
2	SEE	Digital Marketing
3	SEE	Analytical Ability and Professional Communication
4	SEE	MS-Office Lab
5	SEE	Managerial Communication Lab
6	SEE	R Lab
7	SEE	Written Analysis And Communication Lab

LIST OF ABILITY ENHANCEMENT COMPULSORY COURSE		
SI No	COURSE CATEGORY	COURSE NAME
1	AECC	Computing Techniques
2	AECC	Quantitative Skills
3	AECC	Hands on Experience Viva
4	AECC	Comprehensive Viva Voce
5	AECC	Entrepreneurial Development & Innovation
6	AECC	Human Values & Ethics

LIST OF GENERIC ELECTIVE COURSE		
SI No	COURSE CATEGORY	COURSE NAME
1	GEC	Event Management
2	GEC	Market Intelligence

LIST OF CROSS CUTTING COMPULSORY COURSE

Sl No	COURSE CATEGORY	COURSE NAME
1	CCC	Entrepreneurship Development
2	CCC	Human Values & Ethics

1st Semester

MBA101: MANAGEMENT – MICRO AND MACRO

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12 Marks Teachers Assessment – 6 Marks Attendance – 12 Marks End Semester Exam – 70 Marks

Course Objectives:

- *Personal, managerial and organizational preferences and styles achieved through the use of self-assessment instruments, exercises and role plays.*
- *Key managerial skills gained from class preparation, presentations, case studies, and exercises*
- *Personal ability and skills to work collaboratively*

Hours: 40

UNIT I (10 Hrs): Management Skill Pre-Assessment through personal awareness of one's personal values, orientation toward change and interpersonal skill; Management Skills for Everyday Life, Skills required for managerial success – Technical, Human Relation and Conceptual, Understanding Role and responsibilities of Managers at different levels, Challenges of Globalization

UNIT II (10 Hrs): Personal Management Skill-Learning and Analysis through; Individual Aspects: Perceptual Process, Personality Assessment, Attitude and Values, Learning and trust, Emotional Intelligence, Spiritual Quotient and Stress Management, Time Management, Building Social Capital, Emotional Baggage

UNIT III(10 Hrs): Group and Organizational Management Skill-Learning and Analysis through; Group Aspects: Motivation, Leadership, Group Dynamics and Conflict, Organizational Aspects: Power and Politics, Trends in Organizational Change, Model for Managing Change, Managing Cultural Diversity

UNIT IV (10 Hrs): Management Skill Application through; Organizational Management: Planning and Prioritizing, Decision Making, Organisational Structure, Departmentation, Controlling Concept, How Industries Evolve: Principles for Achieving and Sustaining Superior Performance, Societal Management, Managing Cross Border.

Suggested Readings:

1. Management-Stoner, Freeman & Gilbert Jr, PHI
2. Fundamentals of Management: Concepts and Applications-Robbins S.P. and Decenzo David A, PHI
3. Management: A Global and Entrepreneurial Perspective-Wehrich Heinz and Koontz Harold, McGraw Hill
4. Organizational Behaviour -Robbins Stephen P., Pearson Education
5. Organizational Behaviour: Human Behaviour at Work-Newstrom John W., TMH
6. Organizational Behaviour-McShaneL. Steven, Glinow Mary Ann Von, Sharma R.,TMH

7. Organizational Behaviour -Luthans Fred, TMH

8. Organisational Behaviour-Aswathappa K., Himalaya Publishing House

COURSE OUTCOMES of MBA101	
CO1	Understanding the behaviour of individuals and groups in organisations.
CO2	Analyse the behaviour of individuals and groups in organisations.
CO3	Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
CO4	Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.
CO5	Analyse behavioural issues in the context of organisational behaviour theories
CO6	Ability to identify and apply the knowledge of subject practically in real life

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA102: MARKET SCIENCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *Assess market opportunities by analyzing customers, competitors, collaborators, context, and strengths and weaknesses of a company.*
- *Develop effective marketing strategies and skills to achieve organizational objectives.*
- *To apply key marketing terms and concepts to complex business situations.*
- *To utilize a framework for understanding the marketing challenges faced by organizations doing business around the world.*

Hours: 40

UNIT I (8 Hrs): Marketing for 21st Century; Genesis of marketing; Core Marketing Concepts; Marketing Mix elements; Marketing & Customer Value; New Marketing Realities; Breakthrough Marketing; Scanning the marketing environment; Dealing with competition.

UNIT II (10 Hrs): Developing Marketing Strategies and Plans; Conducting Marketing Research and Forecasting Demand; Identifying Market Segments and Targets; Crafting the product positioning; Analysing Consumer markets and Business markets; Setting Product Strategies; Creating Brand Equity.

UNIT III (12 Hrs): Price Vs Value; Developing Pricing Strategies and Programmes; Distribution Vs Convenience; Designing and managing Integrated Marketing Channels- Marketing Channels and Value Network; Managing Retailing, Wholesaling and Logistics.

UNIT IV (10 Hrs): Communicating Value- Designing and Managing Integrated marketing communication; Managing Mass Communications: Advertising, Sales Promotion, PR, Events & Experience; Managing Personal Communications- Direct and Interactive marketing, Personal selling emerging issues in marketing; Tapping in to Global Markets; Social Media Marketing.

SUGGESTED READINGS:

Text Books:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGrawHill Education Publishers, 2015.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.

5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

Reference Books:

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
2. Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education 2015.
3. Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley
4. Marketing: Lamb, Hair, Mc Danniel, Cengage Learning 2012.

COURSE OUTCOMES DESCRIPTION	
CO1	Understanding <i>general concepts about marketing management and the marketing process.</i>
CO2	Analyse <i>consumer and buyer behaviour models as they influence customer purchase decision-making</i>
CO3	Assessing the <i>concepts of segmentation, targeting and positioning as part of a comprehensive Marketing plan.</i>
CO4	Develop a set of <i>skills important to successful performance in marketing management positions, including critical thinking, working in a group environment, oral and written presentation skills.</i>
CO5	Explain the <i>prospect of the global market and application of digitalization to reach there.</i>
CO6	Apply the knowledge of subject practically in real life situations

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA103: COMPUTING TECHNIQUES

Teaching Scheme	Examination Scheme
Lecture: 2 Hrs/Week Credits: 2	End Semester Exam – 35 Marks

Course Objectives:

- to identify computer hardware and peripheral devices
- to learn about various internet based applications
- to accomplish creating basic documents, spreadsheets, presentations and HTML

Hours: 15

Unit I (04 hours): Conceptual Framework: Hardware: (a) Input devices - keyboard, Mouse, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices- Visual Display Unit, printers, plotter (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

UNIT II (06 Hrs): E-commerce, Smart Card, Debit Card, Credit Card, EDI and its Components, Digital Signature, e-Cash, e-Cheque. Cyber Crime, Social network, E-Mail.

Unit III (05 hours): Communication Technology: Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines.

Suggested Readings:

1. Using Information Technology Complete Edition-Brian Williams, Stacey Sawyer, TMH
2. Fundamental of Computers-E. Balagurusamy, TMH
3. Computer Fundamentals-Dr. Larry Long- Wiley
4. Computer Fundamentals-Anita Goel, Pearson
5. Microsoft Office professional 2010 step by step –Joan Lambert III, Joyce Cox, Curtis Frye D., Microsoft Press
6. Electronic Commerce : A Manager’s Guide– Ravi Kalakota, Andrew B. Whinston, Pearson Education

MBA104: RECORDING AND ANALYSIS OF BUSINESS OPERATIONS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Hours: 40

Course Objectives:

- *To provide a comprehensive treatment of accounting principles, technique and practices.*
- *To get the students acquainted with fundamental concepts and processes of accounting.*
- *To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.*
- *To have a brief knowledge about international accounting standards.*
- *To understand basics of fundamental analysis*

Unit I (8 Hrs): Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation (straight line and diminishing method).

Accounting Standards and IFRS : International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

Unit II (10 Hrs): Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

Unit III(10 Hrs): Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & Banking organizations, Case Study and Workshops in analysing Balance sheet.

Unit IV (12 Hrs): Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS:

Text Books:

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
3. Ramachandran Kakani- Financial Accounting for Management(TMH ,3rd Edition).
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

Reference Books:

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
2. Dhaneshk Khatri- Financial Accounting (TMH,2015)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
4. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
5. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Understanding the concepts and principles for their routine monetary transaction.</i>
CO2	<i>Analyse the needs of accounting data and demonstrate the ability to communicate</i>
CO3	<i>Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.</i>
CO4	<i>Prepare financial statements in accordance with Generally Accepted Accounting Principles and its excel application.</i>
CO5	<i>Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.</i>
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable skills	Measuring Tools
Ability to apply excel techniques for Balance Sheet and Profit and Loss Preparation	Exercise + Workshop
Ability to Analyze balance sheet	Exercise
Knowledge about Indian and International Accounting Standards	Presentation

MBA105: MICRO ECONOMICS AND ECONOMIC PLANNING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives: To identify the scope of economics in modern life, demand, supply and determination of price under different market conditions, to appreciate economic growth and taxation system in India.

Hours: 40

UNIT I (10 Hrs): Micro Economics

Scope of Economics in Modern Day World. Law of demand / elasticity of demand. Law of supply. Equilibrium of demand and supply. Production function/ returns of factors and returns to scales / economies of scale.

UNIT II (10 Hrs): Cost Curves and Price Determination

Fixed and variable cost, Marginal cost and Breakeven point. Cost and output relationship both in long run and short run. Concept of market, Market Competition –perfect and imperfect. Price and output determination in different forms of market.

UNIT III (10 Hrs): Public Finance and Banking

Concept of tax - indirect tax and direct tax. Government finance: central, state and local. Latest central government budget/economic survey of India. Fiscal policy. Commercial banks /types/functions. Central banking - functions. Credit control, monetary policy.

UNIT IV (10 Hrs): Economic Development and Planning

Economic growth and economic development. Human development index, inclusive growth. Economic planning – principles and historical perspectives – Indian experience. Consumer price index and Whole sale price index (CPI & WPI).

Suggested Readings:

1. A Textbook of Economic Theory- Alfred William Stonier, D.C Hague, Pearson Education
2. Managerial Economics- Geetika Ghosh, Roy Choudhury, (2nd Edition) TMH.
3. Managerial Economics - G.S. Gupta, Tata McGraw Hills, New Delhi
4. Managerial Economics - Dr.Atmanand, Excel books, New Delhi
5. Indian Economy - S.K. Mishra and V.K. Puri, latest edition, Himalaya publishing
6. Indian Economy - Ashwani Mahajan, Gaurav Datt, latest edition, S. Chand
7. Public Finance - H. L. Bhatia, Recent Edition, Vikas Publication, New Delhi.
8. Economic Survey, RBI Bulletin, GOI for Latest Updates.
9. India 2014 – A Reference Annual by Govt. of India.

COURSE OUTCOMES DESCRIPTION	
CO1	Understanding <i>micro and macro-economic principles and ever changing demand and supply conditions.</i>
CO2	<i>Analyse the tools and techniques to make effective economic decisions</i>
CO3	Ability to appreciate the role of various monetary policy tools in controlling inflation
CO4	Ability to analyse various market structures and demand forecasting
CO5	<i>Employ critical thinking skills to analyze macroeconomic concepts and the volatility in the business world.</i>
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable Skills	Measuring tool
Ability to forecast demand	Exercise + Workshop
Ability to analyse various market structures	Exercise + Workshop
Ability to appreciate the role of various monetary policy tools in controlling inflation	Exercise + Workshop

MBA106: MANAGERIAL COMMUNICATION SKILLS

Teaching Scheme Lecture: 2 Hrs/Week Credits: 2	Examination Scheme End Semester Exam – 50 Marks
---	---

Course Objectives:

- 1. To understand business communication and principles for effective communication in domestic and international business.*
- 2. To understand and apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.*
- 3. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.*

Hours:20

Unit-I (10 Hrs): BASIC Conversation in English

BASIC Conversation in English- Greetings, Introducing Oneself, Invitation, Making Request, Expressing Gratitude, Complimenting and Congratulating, Expressing Sympathy, Apologizing, Asking for Information, Seeking Permission, Complaining and Expressing Regret, Role plays on real life situations.

Unit-II (10 Hrs): Comprehensive reading and Writing

Comprehensive reading and Writing – Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: coherence – electronic writing process, Reading-Prescribe Text.

Text and Reference Books

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital, Business English, Pearson Education.
2. Bisen & Priya – Business Communication, New Age International Publication.
3. Kalkar, Suryavanshi, Sengupta-Business Communication, Orient Blackswan.
4. P D Chaturvedi, Mukesh Chaturvedi - Business Communication : Skill, Concepts And Applications, Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India. Short Stories- O Henry

COURSE OUTCOMES DESCRIPTION	
CO1	Able to understand fundamentals of business communication strategies.
CO2	Analyse basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
CO3	Able to develop the proficiency in Language through reading, writing, listening and speaking.
CO4	Ability to communicate via electronic mail and other technologies for business messages.
CO5	Able to apply business communication strategies and principles to prepare effective communication for domestic and international business.
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable Skills	Measuring tool
Ability to Understand	Exercise + Workshop

MBA107: QUANTITATIVE SKILLS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To compute and understand Ratios, Compound interest, Matrix, Derivative, the measures of central tendency, symmetrical and asymmetrical distribution, patterns.
- Performing Correlation & Compute the equation of simple regression line from a sample data and interpret the slope and the intercept of the equation
- To understand the probability concepts and perform probability theoretical distributions
- Use Estimation Theory and Hypothesis Testing concepts & perform various parametric and non-parametric tests.

Hours:50

Unit I (8 Hrs): Ratio & Proportion, Percentage, Simple & Compound Interest, Concepts of Factorial, Permutations & Combinations; Simple Arithmetic and Geometric Progression; Concepts of Mathematical Induction. Introduction to set theory.

Unit II (10 Hrs): Definition and Types of Matrix, Algebra of Matrices, input-output analysis Transpose, Adjoint and Inverse of a Matrix; Determinants, Applications of Matrix in Business Problem. Derivative from first principle, derivative of sum, Product and Quotient of two functions, Basics of Integration, Integration by Parts, Applications of Integration in Business Problem.

Unit III (10 Hrs): Diagrammatic and Graphical presentation of data, Measures of centraltendency, Measures of Dispersion, Skewness, Kurtosis. Basic concepts of correlation and regressions, Basic concept of Probability, Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit IV (22 Hrs): Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Association of attributes, Time series, Components of time series and it's measurement. Introduction to Index Number.

Suggested Reading:

1. Fundamental of mathematical statistics - V K Kapoor and S C Gupta - Sultan Chand & Sons
2. Fundamental of Statistics (Vol. 1 and Vol. 2) - Goon Gupta and Dasgupta by Calcutta Press

COURSE OUTCOMES DESCRIPTION	
CO1	Able to understand Estimation Theory and to develop understanding of hypothesis testing concepts & perform various parametric and non-parametric tests.
CO2	Able to calculate and interpret Ratio, Arithmetic and Geometric mean, measures of central tendency, symmetrical and asymmetrical distribution, patterns.
CO3	Able to interpret correlation coefficients & Formulate regression line by identifying dependent and independent variables.
CO4	Calculate and interpret statistical values by using statistical tool (correlation & regression)
CO5	Demonstrate an ability to apply various statistical tool to solve business problem
CO6	Ability to identify and apply the knowledge of subject practically in real life situations.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions SPSS AND MS EXCEL

MBA151: MS OFFICE LAB

Teaching Scheme Lecture: 3 Hrs/Week Credits: 2	Examination Scheme End Semester Exam – 65 Marks
---	---

HOURS:40

MS-Word Lab

- Intro to Word and screen layout
- Intro to the Ribbon
- Formatting Text
- Cut, Copy & Paste
- Formatting Paragraphs
- Bullets & Numbering
- Working with Imagery & Graphics
- Intro to Tables
- Advanced Table Option (Manual and Automatic Editing of Tables)
- Use of Tables for figures and footnotes
- Borders & Shading
- Header & Footer
- Mail-merge
- Printing

MS-Excel Lab

Unit1:

- Excel Environment
- Navigating within a Worksheet
- Navigating the Workbook
- Working with Cells
- Selecting items in Excel
- Entering Data
- Importing and Exporting of Data
- Formatting Text
- Formatting Numbers and values
- Formatting Columns and Rows
- Adding and Editing Borders
- Cutting, Copying and Pasting
- Inserting and Deleting
- Using Find and Replace
- Using Undo and Redo
- Entering Basic Formula and Functions
- Using Page Setup
- Headers and Footers
- Printing a Spreadsheet

Unit2:

- Worksheet management – comparing/moving/copying
- Conditional Formatting
- Linking excel data
- Paste Specials
- Freezing/Hiding Rows/Columns
- Absolute Cell Referencing
- Working with Formulas (SumIF, CountIF, CountA)
- Working with Date and Time Functions
- Sorting Data
- Data validation
- Filters & Advanced Filters
- Creating sub-totals
- Introduction to inbuilt functions
- IF and nested IF Functions
- V Lookups & H Lookups
- Creating and formatting Charts
- Pivot Tables

Unit3:

- Creating Tables in excel
- Advanced formulas and functions
 - Database Functions
 - Text Functions
 - Index and Match
- Advanced List management
- Drawing & Picture objects in Excel
- Solver and Data Analysis tool pack
- What If Analysis
 - Scenarios,
 - Data Tables,
 - Goal Seek
- Spreadsheet Security
 - Creating a Macro
 - Inserting a Macro
 - Assigning a macro to a button
- Forms and Form controls in Excel

MS-Power Point Lab

Unit1:

- Introduction to PowerPoint
- Quick Access Toolbar and Ribbon
- Presentations and Slides
- Formatting & Editing slides
- Formatting & Editing text
- Slide Design
- Drawings & Pictures

- Organisational Charts
- Using Tables and Charts
- Slide transition and animation
- Printing Presentation
- Presenting the Presentation

Unit2:

- Working with Text Content
- Using Slide Masters and templates
- Creating and managing Tables
- Using Charts in PowerPoint
- Organisation Charts & Smart Art
- Manipulating imagery
- Inserting objects, movies & sounds
- Advanced slide show animation
- Slide show management
- Publishing & Printing a Presentation

Google Docs

PDF

HTML

COURSE OUTCOMES DESCRIPTION	
CO1	Understanding <i>Microsoft office and their application</i>
CO2	Analyse <i>use of application software in business</i>
CO3	Assessing the <i>concepts</i>
CO4	Develop a <i>set of skills</i>
CO5	Explain the <i>prospect of the knowledge</i>
CO6	Apply the knowledge of subject practically in real life situations

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situation	Exercise Workshop

MBA152: MANAGERIAL COMMUNICATION LAB

Teaching Scheme Lecture: 3 Hrs/Week Credits: 2	Examination Scheme End Semester Practical Exam – 50 Marks
---	---

- 1. To develop the proficiency in Language through reading, writing, listening and speaking*
- 2. To develop the ability to communicate via electronic mail and other technologies for business messages.*

Hours:30

UNIT I(10 Hrs): Presentation skills: Presentation skills – What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.

Business letters and reports: Writing routine and persuasive letters – positive and negative messages, Writing memos. Reports – what is a report purpose, kinds and objectives of report writing.

UNIT II(10 Hrs): Group communication: Group communication – Meetings – Planning - objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release, press conference, Seminars – workshop – conferences.

UNIT III(10 Hrs): Business Communication: Business Communication -Workshops and Communication Lab – Email Etiquette, SMS, Media Interview, Report Writing, Team Communication, Business Etiquette, Meeting Management, Public Speaking, Video Conferencing, Business Writing Course, Creative Problem Solving, Negotiation Training, Body Language Training, CV Preparation.

COURSE OUTCOMES DESCRIPTION	
CO1	Able to understand fundamentals of business communication strategies.
CO2	Analyse basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
CO3	Able to develop the proficiency in Language through reading, writing, listening and speaking.
CO4	Ability to communicate via electronic mail and other technologies for business messages.
CO5	Able to apply business communication strategies and principles to prepare effective communication for domestic and international business.
CO6	Ability to apply the knowledge of subject practically in real life situations

2ND Semester

MBA201: MANAGEMENT SCIENCE

Teaching Scheme	Examination Scheme
Lectures: 3 hrs./Week Credits: 2	Class Test – 6 Marks Teachers Assessment – 3 Marks Attendance – 6 Marks End Semester Exam – 50 Marks

Course Objectives:

- Understand the importance of the use of OR application in decision Making environment
- To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
- To understand and solve transportation & assignment models.
- To know optimal sequence model and understand concepts of queuing theory.
- To identify right time for replacement of equipment and understand project management techniques

Hours: 30

UNIT 1 (5 Hrs): Introduction– Why Management Science? Application of optimization techniques in practical situations. Models of operation research, Decision theory- under uncertainty and Risk, Decision tree approach.

UNIT II (10 Hrs): LPP Techniques– Formulation of model, Graphical solution, Maximization/Minimization – Simplex Algorithm. Application of Optimization techniques in practical business situations. Sensitivity analysis

Transportation method, Optimization using MODI Method & Stepping Stone Method. Assignment techniques through MS Excel

UNIT III (5 Hrs): Game Theory- Two person zero-sum game, 2×2 and 3×3 , solutions of $2 \times n$, $m \times 2$ and $m \times n$ games.

Queuing models - M/M/1 model with and without limitation of q-size M/G/1, single channel with poisson arrival rate and general service time

UNIT-IV (10 Hrs): Replacement Problem: Replacement of Assets that deteriorate with time with and without consideration of time value of money. Forecasting time series model.

Network Analysis - Rules for drawing network diagram, finding Critical path & application of CPM & PERT Techniques in Project Planning & Control.

Suggested Readings:

1. Quantitative analysis for management by Render B., Stair R.M., Henna M. E., Pearson Education
2. Quantitative Techniques in Management by Vohra, Tata McGraw Hill
3. Quantitative techniques by Kothari, Vikas Publication
4. Operation Research by J.K. Sharma, Pearson

5. Operation Research by Handy A. Taha, Prentice Hall India
6. Quantitative methods for business by Anderson, Sweeney and Williams, Thomson Publications

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

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.</i>
CO2	<i>Able to formulate linear programming problem and to find optimal solution by graphical simplex method</i>
CO3	<i>Able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.</i>
CO4	<i>Able to assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.</i>
CO5	<i>Demonstrate an ability to apply various tools in solving business problem</i>
CO6	<i>Ability to implement replacement of equipment's at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA202: Market Intelligence

Course Objectives:

- To acquire skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems.
- To facilitate students in making their own research study.
- To make reader Understand and practice a good standard questionnaire.
- To learn use of statistical analysis in packages available in the market.
- To familiarize research reports; and develop skills and knowledge to prepare research reported in academic and business.

Hours: 40

Unit I (08 Hrs):

Market Intelligence for competitive advantage. Defining market research problem and developing an approach; Problem identification- Translating marketing decision problem in to market research problem; Research design: exploratory, descriptive, and experimental research.

Unit II (14 Hrs):

Measurement & Scaling; questionnaire and form design; Sampling-design & procedures; Fieldwork; Data Preparation-Editing, Coding, Transcribing, Data cleaning, Selecting a data analysis strategy; Frequency distribution; Cross Tabulation; Hypothesis testing; Chi-Square Test-Contingency coefficient, Phi Correlation Coefficient.

Unit III (10Hrs):

Advanced analysis by using IBM SPS; ANOVA & Design of Experiments- Analysis of Variance & Covariance; Explaining association and causation by using Regression and Correlation, Multicollinearity.

Unit IV (08Hrs):

Advanced analysis by using IBM SPSS: Factor Analysis for data reduction-Formulate the problem, Construct the correlation matrix, Factor loading, Interpret factors; Report preparation and project presentations.

Suggested Readings:

1. Marketing Research- A South Asian Perspective by Churchill, Iacobucci, Israel, Cengage Learning, 9e
2. Market Research- An applied orientation by Malhotra N K, Pearson Education, 6e
3. Business Research Methods by Cooper and Schindler, Tata McGraw Hill, 9e
4. Research Methods for Business students by Saunders, Pearson Education, 2e
5. Marketing Research by Nargundkar, Tata McGraw Hill, 2e

Expected Course Outcome:

- Reader can clearly differentiate Research and management problem.
- Students can have confident in making their own research proposal.
- Students would have a strong knowledge in preparing well-structured questionnaire in all respect.
- Students would have not only theoretical/conceptual but also the knowledge in working with statistical packages.
- Reader would get the skill to convert the research into presentable article.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 203 IDENTIFICATION, ADDITION AND DELIVERY OF VALUE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objective:

- *To understand the role of Operations in overall Business Strategy of the firm.*
- *To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.*
- *To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.*
- *To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.*

Total: 40 Hrs

UNIT –I (7 sessions) Production Concepts: Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

UNIT –II (8 sessions) Operations Concepts: Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies

UNIT-III (10 sessions) Material and Inventory Management: Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies

UNIT-IV (8 sessions) Supply Chain Management: Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain—Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies

UNIT-V (7 sessions) Productivity and Quality: TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S. Case Studies

SUGGESTED READING:

1. Mahadevan: Operation management: Theory and Practice, Pearson India
2. Chary-Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Bisen & Singh-Operation & Logistics Management (Excel Books)
4. R.V. Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
7. Adam Jr Everett E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

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

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to understand the conceptual skills</i>
CO2	<i>Able to understanding and application of tools and techniques of operations management in business practices in real time.</i>
CO3	<i>Able to develop understanding and application of factors in the design of effective operating systems.</i>
CO4	<i>Able to prepare concept of TQM perspectives.</i>
CO5	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge in working with statistical packages.</i>
CO6	<i>Ability to implement skill of material Management and Supply Chain Management.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA204: ECONOMICS OF HUMAN RESOURCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand the context in which business decisions as they relate to Human Capital Management are made.*
- *To develop levels of analysis applicable to each situation.*
- *To gain a conceptual understanding of approaches to solving workplace difficulties that could otherwise cause the employer to face legal consequences.*

Hours: 40

UNIT I (10Hrs): Understanding HR, Human Capital Index, Focusing on how human resource systems influence customer service, Understanding the economics of effective human-capital processes, Creating overall dynamic human systems. How to achieve organizational change through the human dimension.

Functions of HRM, Human Resource Planning, Job Analysis, People Management Practices. Recruitment- Design a recruitment advertisement for print/e/visual media.

UNITII (10 Hrs): Selection- Design a selection process for two industries. Orientation- Design an orientation program. Training, Types of training, Design a training module, Design training evaluation form.

UNIT III (10 Hrs): Performance Appraisal, Types of Appraisal, Design a performance appraisal module. Compensation- Design an offer letter with components of salary.

UNIT IV (10 Hrs): Industrial Relation- Approaches, Grievance handling procedure- Concept of work committee, Arbitration, Conciliation. Factories Act 1948.

Suggested Readings:

1. Managing Human Resources by Bohalander, Thomson learning Books
2. Human Resource Management-Text and Cases by Ivancevich, Excel Books
3. Human Resource Management, by Beardwell, Macmillan
4. Managing Human Resource by Monappa, Macmillan
5. Human Resource Management by Dessler, Prentice Hall
6. Human Resource Management by Decenzo and Robbins, PHI

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

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Able to synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.</i>
<i>CO2</i>	<i>Able to understand ultimate impact of goals and strategies of the organization on HR</i>
<i>CO3</i>	<i>Able to understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.</i>
<i>CO4</i>	<i>Ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining</i>
<i>CO5</i>	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge in working with Corporates</i>
<i>CO6</i>	<i>Ability to demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real corporate situations	Exercise Workshop Quiz Classroom Discussions

MBA205: LEGAL ISSUES IN BUSINESS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Hours: 40

Course Objectives:

- *To provide an overview of important laws that have a bearing on the conduct of business in India.*
- *To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.*
- *To understand various modes of dispute resolution in business transactions.*

UNIT I (8 Hours):

Introduction - Overview and sources of Business laws in India. The Constitution of India with special reference to economic principles, provision regarding trade and commerce with special reference to provisions regarding division of powers between the Union and the states (enshrined in schedule VII and Art.246 and Art 301 to 305)

CASE- (1)The Automobile . vs The State Of Rajasthan And ..on 9 April, 1962 Equivalent citations: 1962 AIR 1406, 1963 SCR (1) 491

CASE-(2) State of Mysore vs H. Sanjeeviah on 16 January, 1967 Equivalent citations: 1967 AIR 1189, 1967 SCR (2) 361

UNIT II (8 Hours):

THE INFORMATION TECHNOLOGY ACT, 2000: Significance of E- Commerce and e-governance, business operations under this new Law. Important terms in IT Act, digital signature, certifying authority, computer resources, cyber crimes, offences and penalties.

THE RIGHT TO INFORMATION ACT, 2005: Background, importance of right to information with special reference to the Constitutional provisions, salient features covering important terms in the Act, powers and functions of information officers, transparency, rights of the citizens to get information from Public Authorities. (Central and State Government), offences and penalties under the Act.

Case-(3) Parliament Attack Case (IT Act 2000) Equivalent Citation: AIR2005SC3820, 2005CriLJ3950, 122(2005) DLT194 (SC), (2005) 11SCC600 IN THE SUPREME COURT OF INDIA

Case-(4) Anita Vs XPDMI Institute (Right To Information Act-2005) www.tagore-engg.ac.in (RTI 2005)

UNIT III (12 Hours):

GENERAL PRINCIPLES OF CONTRACT: Formation of contract, Agreements specially declared void by the Act. Impossible agreement. Difference between: void and voidable agreements, agreement and contract. Contract of Agency : agent, Principal, Creation of Agency, Termination of agency.

THE SALE OF GOODS ACT,1930: Sale, an agreement to sell, transfer of property in good, stipulations as conditions and warranties, doctrine of “*caveat emptor*” and doctrine of “*Nemo debet quod no habet*”, rights of unpaid seller

The Indian Contract act 1872- 16 CASE (5) Gauri Dutta Vs. Lalman Shukla, Allahabad High Court (1913)

AN DI IN 872 T, 1 AC Lalman Shukla v. Gauri Datt, Allahabad High Court (1913) 11 ALJ 489
Case- (6) Wards Vs Hobbs 1978, 4 App, Cas. 13 (Sales of Goods Act 1930)

THE CONSUMER PROTECTION ACT, 1986: Rights of a Consumer, Defects and deficiencies, services included under the Act, grievance redressal procedure by Consumer forums at District, State and National level.

UNIT IV (12 Hours):

THE LIMITED LIABILITY PARTNERSHIP ACT, 2008: Salient features of the Act, Incorporation of limited liability partnership, its rights and duties, a comparative study of Partnership and the Limited liability partnership Act.

CASE-(7) The Consumer Protection Act, 1986, Case : Gauhati Co-Operative 17 Urban - vs - Santosh Kumar Tewari and Ors. on 29 May, 1997 (Equivalent citations: (1997) 5 ComplJ 607 NCDRC)

INDIAN COMPANIES ACT, 1956 Incorporation of a company, doctrine of “*lifting the corporate veil*” memorandum of Association, articles of association, principle of “*Ultra vires*” and “*Indoor management*” difference between private and public company, different kinds of meetings, Prospectus.

CASE-(8) The Companies Act 1956), SUPREME COURT OF INDIA 20 Rajahmundry Electric ... vs A. Nageswara Rao And Others on 16 December, 1955 Equivalent citations :1956 AIR 213, 1955 SCR (2)1066

Suggested Readings:

1. S.S. Gulsan, Business Law, 14th Edition, 2008, Excel Books
2. Akhileshwar Pathak, Legal Aspects of Business, 4th edition,2009, Tata Mcgra Hill
3. K.R. Bulchandani, Business Law for Management, 4th edition,2004, Himalaya Publishing House.
4. Avtar singh, Contract Act –10th edition,2008,Eastern Book Company
5. Bare Acts-Eastern Book Company

Course Outcomes: Upon successfully completing the course, candidates should be able to:

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to acquire a sound understanding of the legal aspects of the law affecting businesses</i>
CO2	<i>Able to explain the principles of Indian Business Law and Company Law</i>
CO3	<i>Able to develop reasoning abilities by applying the principles of law in the business environment</i>
CO4	<i>Ability to appraise the legal environment of the organization and develop suitable strategies</i>
CO5	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge in working with Corporates</i>
CO6	<i>Ability to analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.</i>

Employable Skills	Measurement tool
Understanding of fundamentals of the legal aspects of the law affecting businesses.	Presentations, Quiz
Understanding of principles of Indian Business Law and Company Law.	Group assignment, Case study analysis
Develop reasoning abilities for applying law principles.	Group assignment, Case study analysis
Develop a suitable legal operational framework.	Quiz, Debate, Case study analysis

MBA206: FINANCIAL ISSUES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation.*
- *To gain an insight into various types of financing available to a firm.*
- *To have an understanding of various factors considered in designing the capital structure.*
- *To acquaint the students about key areas related to investment and Working Capital Management.*
- *To gain an insight into various techniques of dividend and retention ratio.*

Hours: 40

UNIT I (10 Hours): Introduction: Introduction to financial management: objectives of financial management. Time value of money. Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

UNIT II (12 Hours): Capital Structure: Financing and capital structure decisions: Meaning and factors affecting capital structure, cost of capital. Leverage Analysis- operating, financial and combined leverage

Working Capital Management: factors affecting working capital, estimation of working capital requirement, Inventory, cash and receivables management.

Dividend decision: Dividend policies and dividend theories

UNIT III (8 Hours): Management Accounting: Management accounting: Definition, differences with Financial Accounting, Introduction to manufacturing costs and its classification, Elements of Cost, Unit costing, Relevant information for decision making, CVP and BEP analysis.

UNIT IV (10 Hours): Financial Decision Making: Decision making areas -special order, addition and deletion of product and services, optimal uses of limited resources, make or buy decisions. Standard costing and Variance analysis regarding materials and Labour.

Suggested Readings:

1. Management Accounting, by Atkinson, Pearson / PHI
2. Management Accounting, by Sudhindra Bhat, Excel Books
3. Management Accounting, by Sharma, Sashi K Gupta Kalyani
4. Financial management, theory and practice, by Prasanna Chandra, TMH.
5. Financial management, by M.Y. Khan and P.K. Jain, TMH.
6. Financial management, by I.M. Pandey, Vikas Publication.

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

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to apply techniques to project financial statements for forecasting long-term financial needs.</i>
CO2	<i>Able to explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.</i>
CO3	<i>Able to apply future value and present value concepts to single sums, mixed streams, and annuities.</i>
CO4	<i>Ability to Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.</i>
CO5	<i>Able to explain the concept of leverage and the benefits and costs associated with debt financing and Apply techniques of dividend and retention ratio</i>
CO6	<i>Ability to apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital and Capital structure</i>

Employable Skills	Measurement tool
Understanding of financial theory to enable students to enhance corporate financing decisions	Case Study
Understanding major techniques used in long term corporate investment management	Excel Analysis
Basic insight about schemes , interest rates of various sources of finance	www.bankrate.com + Newspaper

MBA207: DIGITAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

On successful completion of this Course, the learner will be able to:

- *Explain the role and importance of digital marketing in a rapidly changing business landscape*
- *Discuss the key elements of a digital marketing strategy*
- *Illustrate how the effectiveness of a digital marketing campaign can be measured*
- *Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs*

Hours: 40 Hrs

UNIT I (10 Hrs): Digital Marketing Fundamentals, Website Planning and Structure, Website Design using WordPress CMS

UNIT II (10 Hrs): Facebook Marketing for Business, Google AdWords' and PPC Advertising, YouTube and Video Marketing, E-mail Marketing for Business

UNIT III (10 Hrs): Content Creation and Promotion, Product Marketing (Google Ads, Instagram, Facebook, YouTube etc), Blogging and Bing Advertising, Freemium and Premium Digital Marketing Tools.

UNIT IV (10 Hrs): Lead Generation & marketing automation, GEO Marketing, Social Media Marketing, Optimization & Advertising, Search Engine Optimization (SEO).

Suggested Reading:

- Blanchard O. (2014) *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*
- Pulizzi, J. (2013) *Epic Content Marketing*
- *Marketing on Facebook – Best practice guide* (2015) Facebook Marketing Press
- Chaffey, D., & Ellis-Chadwick, F. (2012) *Digital Marketing: Strategy, Implementation and Practice*, 5/E, Pearson
- Tapp, A., & Whitten, I., & Housden, M. (2014) *Principles of Direct, Database and Digital Marketing*, 5/E, Pearson
- Tasner, M. (2015) *Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First*, 2/E, Pearson

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

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Develop a digital marketing plan that will address common marketing challenges</i>
<i>CO2</i>	<i>Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media, Marketing Analytics</i>
<i>CO3</i>	<i>Recognize Key Performance Indicators tied to any digital marketing program</i>
<i>CO4</i>	<i>Improve Return on Investment for any digital marketing program</i>
<i>CO5</i>	<i>Launch a new, or evolve an existing, career path in Digital Marketing</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA208: ANALYTICAL ABILITY AND PROFESSIONAL COMMUNICATION

Teaching Scheme Lecture: 3 Credits: 2	Examination Scheme End Semester Exam – 50 Marks
---	---

Course Objectives:

The Professional communication course and Aptitude has been designed for the students with following objectives:

- *To Learn and practice principles essential for good oral and written communication*
- *To Speak, write, and listen with increased confidence and competence*
- *Develop teamwork skills and specific strategies to work effectively in teams*
- *To Plan and conduct information-gathering interviews*
- *To Research, organize, and deliver professional oral presentations*
- *To teach aptitude required for placement.*

Hours: 30

UNIT I (5 Hrs.): Understanding the Professional Communication in global Scenario

- Communication Challenges in a Diverse, Global Marketplace
- Collaborations, Interpersonal Communication and Business Etiquettes. Self-Awareness and Personal Effectiveness, Self-Introduction.
- Developing Positive Attitude, Ethics and Moral values, Completing Personality Tests
- Writing Professional Messages, Messages That Request or Persuade
- Formatting Professional Messages, Formatting Letters, Formatting Memos and E-mails
- Writing for Specialized Purposes, Writing Technical Documents, Writing for Social Media, Writing Reports
- Document Design, Crafting brief Business Messages

UNIT II (10 Hrs) : Simplification , Series , Equations: Short cuts to improve calculation that includes (multiplication , squares , cubes , etc.), Different concepts of sequence and series , Linear Equations and Quadratic Equations , etc.

Comparison of Quantities (Q1 & Q2) using Arithmetic: Percentage , Profit & Loss , Simple & Compound Interest , Ratio , Average , etc.

Data Analysis (Caselets) and Data Sufficiency: Venn Diagrams , Ratio , Percentage , Average and usage of other Arithmetical chapters.

UNIT III (15 Hrs) : Problem Solving / Puzzle-Solving: Different kinds of Arrangements (Circular or Square or Rectangular Table , Distributions , Quantitative Reasoning.

Data Interpretation: Data Interpretation is the process of making sense out of a collection of data that has been processed. This collection may be present in various forms like : (Pie Chart , Bar Graph , Line Graph or some tabular form or any other similar form and hence needs an interpretation of some kind).

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

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to understand importance of communication in the workplace</i>
CO2	<i>Able to analyze factors that contribute to failure or success in professional writing;</i>
CO3	<i>Able to demonstrate the ability to write for different business audiences;.</i>
CO4	<i>Ability to demonstrate the ability to support messages and arguments with relevant research sources;</i>
CO5	<i>Ability to assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.</i>
CO6	<i>Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.</i>

Reference Books:

1. How to Crack Test of Reasoning - Jaikishan and Premkishan (Arihant Publications)
2. How to prepare Quantitative Aptitude - Arun Sharma (Mcgraw Hills Publication)

MBA251: R LAB

Teaching Scheme Lab Practical: 2 Credits: 2	Examination Scheme End Semester practical Exam – 35 Marks
---	--

Course objectives:

- *The course focuses to bestow hands-on introduction to R programming language.*
- *To impart basic mathematical operations using R programming language.*
- *Based on the learned course, the learner will be able to explore R for catered needs of data visualisation.*

Hours:25

UNIT I (10 Hrs): What is R and why R?, Libraries in R, Command line versus scripts, Basic mathematical calculations using R, Functions and matrix operations using R, Working with missing data & logical operators. Control structures in R, Use of repetition command in R, Sorting and ordering, Issues related to indexing of a vector, Variables and factors.

UNIT II (15 hrs): Display and formatting of strings -‘paste’ function, ‘cat’ function, splitting, replacement and manipulations with alphabets, matching of an expression in the string. Data set and data frames, importing data files of other software and redirecting output, writing to csv files.

Introduction to statistical functions-Introduction, Frequencies and Partition Values, Graphics and Plots, Central tendency and Variation, Boxplot, Skewness and Kurtosis, Bivariate and three-dimensional plots, Correlation.

Suggested Readings:

1. Introduction to Statistics and Data Analysis-With Exercises, Solutions and Applications by Christian Heumann, Micheal Schomaker and Shalabh, Springer, 2016.
2. The R Software-Fundamentals of Programming and Statistical Analysis-Pierre lafaye de Micheaux, Remy Drouilhet, Benouit Liquet, Springer, 2013.
3. A Beginner’s Guide to R (Use R) by Alain F, Zuur, Elena N. Leno, Erik. H.W.G. Springer, 2009.

Employable skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Lab practical

MBA252: WRITTEN ANALYSIS AND COMMUNICATION LAB

<p style="text-align: center;">Teaching Scheme</p> <p>Lectures: 3 hrs./Week</p> <p>Credits: 2</p>	<p style="text-align: center;">Examination Scheme</p> <p>Class Test – 6 Marks Teachers Assessment – 3 Marks Attendance – 6 Marks End Semester Exam – 35 Marks</p>
---	---

Hours: 30

Listening, Reading, Speaking and Writing

- Listening and Reading, Listening with a Purpose, Listening Is a Skill, Active Listeners
- Reading with a Purpose, Reading Skills, Reading Techniques, Effective Reading, Speaking in the Workplace, exercises Speaking and Presenting
- Informal and Formal Presentations, Formal Presentations, Developing a Slide Presentation, Preparing and Evaluating the Presentation
- Interviewing Principles and Skills, Interviewing Types, Understanding the Interview Process, Preparing for a Job Interview
- Group Discussion
- Mock Interviews Sessions

EVALUATION RUBRIC FOR COMMUNICATION

	LEVEL 4	LEVEL 3	LEVEL 2	LEVEL 1
Delivery and Enthusiasm	Very clear and concise flow of ideas. Demonstrates passionate interest in the topic and engagement with the class.	Clear flow of ideas Demonstrates interest in topic and engagement with the class.	Most ideas flow but focus is lost at times Limited evidence of interest in and engagement with the topic	Hard to follow the flow of ideas. Lack of enthusiasm and interest.
Visuals	Visuals augmented and extended comprehension of the issues in unique ways	Use of visuals related to the material	Limited use of visuals loosely related to the material	No use of visuals.

<p>Involvement of the class: -Questions -Generating discussion -Activities</p>	<p>Excellent and salient discussion points that elucidated material to develop deep understanding</p> <p>Appropriate and imaginative activities used to extend understanding in a creative manner</p>	<p>Questions and discussion addressed important information that developed understanding</p> <p>Appropriate activities used to clarify understanding</p>	<p>Questions and discussion addressed surface features of the topic</p> <p>Limited use of activities to clarify understanding</p>	<p>Little or no attempt to engage the class in learning</p>
<p>Response to Class Queries</p>	<p>Excellent response to student comments and discussion with appropriate content supported by theory/research</p>	<p>Good response to class questions and discussion with some connection made to theory/research</p>	<p>Satisfactory response to class questions and discussion with limited reference to theory and research</p>	<p>Limited response to questions and discussion with no reference to theory/research</p>