

For Two Year
MASTER of BUSINESS ADMINISTRATION
Post Graduate Degree Programme
With effect from the Academic Year 2021-22



ESTABLISHED : 2008



**METHODIST COLLEGE OF ENGINEERING AND TECHNOLOGY
(AUTONOMOUS)**

Accredited by NBA & NAAC with A+ Grade
Approved by AICTE, New-Dehli. Affiliated to Osmania university,
Hyderabad.

Abids, Hyderabad - 500 001, Telangana.

**ACADEMIC RULES AND REGULATIONS
OF TWO –YEAR M.B.A PROGRAMME(Autonomous)
FROM A.Y: 2021-22**

1. ADMISSION PROCESS

Candidates seeking admission into M.B.A. Programme must be:

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.

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 Government of Telangana from time to time.

Seats in MBA Programme in the Institute are classified into two categories i.e., Category–A and Category–B as per the GOs.

Category – A Seats

70% of the sanctioned seats shall be filled through counselling as per the rank secured by a candidate in the Common Entrance Test (TSICET) conducted by the Government of Telangana and as per other admission criteria laid down in the GOs.

Category – B Seats

30% of sanctioned seats shall be filled by the Institute as per the GOs issued by the Government of Telangana from time to time.

MEDIUM OF INSTRUCTION

The medium of instruction shall be English for all the courses including their content delivery, examinations, seminars, presentations and project evaluation as prescribed in the Programme curriculum.

2. DURATION

The duration of the course comprises of four semesters spread over 2 years. Each semester is of 16 weeks duration.

MAXIMUM DURATION

- a. Candidate who fails to fulfill all the requirements for the award of the degree as specified herein after within (N+2) academic years from the time of admission, will forfeit his/her seat in the Programme and the admission will stand cancelled, where ‘N’ is the no. of years of Programme of study.

3. RULES OF ATTENDANCE

1. Candidates admitted to the MBA Programme of study are required to pursue a “Regular Programme of study” before they are permitted to appear for the Semester End Examination.
2. “A regular Programme of study” means putting in attendance of not less than 75% in each semester and registering for the examination.
3. In special cases and for sufficient cause shown, the Principal/Chairman Academic Council may, on the specific recommendations of the Head of the Department, condone the deficiency in attendance to the extent of 10% on medical grounds subject to submission of medical certificate and payment of condonation fee as prescribed by the Governing Body.

4. PROMOTION RULES

A student will be promoted subject to the following rules:

I Semester to II Semester

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

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), registered for the II Semester examination and should have secured at least 50% of total credits of I & II Semesters put together.

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 Semester (65% in the case of medical exemption) and having registered for the End Semester Examination of III Semester.

5. Cancellation of Admission

The admission of a candidate admitted to the MBA stands cancelled if: He / She does not put in at least 40% of attendance in Semester-I and seat will be forfeited.

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.



6. Project Work

The students should undertake the Project-internship during the summer vacation intervening between II & III Semesters. Project work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters.

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 at least one month before commencement of Final Semester Examination.

7. Rule For Offering Electives

The minimum number of students required for offering an Elective / Specialization shall be 20% of students on rolls of the college for Final Year subject to a minimum of 10 students.

8. Evaluation System

8.1 Continuous Internal Evaluation (CIE - 40M)

Continuous Internal Evaluation (CIE) shall consist of:

- i. Internal Examination(25 marks)**
- ii. Case Study Analysis (5 marks)**
- iii. Assignments (5 marks) and**
- iv. Class Assessment(C.A - 5 marks)**

i. Internal Examination(25 marks):

For Theory Courses, two written examinations shall be conducted in each Semester as per the academic calendar. Each written examination shall be evaluated for 25 marks.

Question paper pattern for internal examination (25 Marks) shall be as follows:

PART A: 5 X 2 M = 10 M. All questions are compulsory

PART B: 3 X 5 M = 15 M. In Part B three out of four questions have to be answered.

Average of the two internal tests shall be calculated and used as the final internal marks for each course.



ii. **Case Study Analysis (5 marks):**

The candidate has to undertake case studies on relevant topics/ work, analyze and submit the report.

iii. **Assignments (5 marks):**

One assignment for each unit/Course Outcome is required to be submitted to a maximum of 5 marks and it will be evaluated by the concerned faculty. Average of all assignment marks will be considered.

iv. **Class Assessment (CA - 5 marks):**

The CA marks of each subject will be acquired by performing any one of the following activities during the semester.

Activity	
Participations in Inter-College Competitions / Paper Presentations/Publications/Seminars/Peer learning/Group discussion etc. Certification Courses (SWAYAM, NPTEL or Relevant online Recommended Course etc)	Max. Marks (5M) for any one of the activities.

The valuation and verification of answer scripts of CIE shall be completed within a week after the conduct of the examination.

8.2 Semester End Examination (SEE - 60 M)

Question paper pattern for SEE (60 Marks) shall be as follows:

PART-A: 5 X 2 M = 10 M

There shall be one question from each unit.

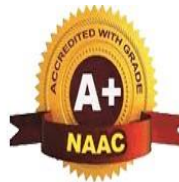
All questions are compulsory.

PART-B: 5 X 10 M = 50 M

There shall be 8 questions - one question from each of the five units and 6th question covering 1st and 2nd units, 7th question covering 3rd and 4th units and 8th question covering 5th unit and any other units from 1 to 4 having more weightage. 5 questions are to be answered out of the eight and each question carries 10 marks.

There could be a maximum of three sub-divisions in each of the 8 questions in Part B.

Course Outcome, Blooms Taxonomy levels and Maximum Marks are to be indicated against each question both in CIE and SEE question paper.



8.3 Seminars, Project Report and Viva-Voce Examination

- Seminars: Students are expected to give a presentation on a relevant topic of any subject of II semester. Seminars are evaluated for 50 marks by panel of internal faculty of the college.
- Submission of Project Report, presentation and Viva Voce examination will be evaluated for 200 marks by external, internal guide and PRC committee. The division of the marks shall be as follows:

Synopsis Presentation (III Semester) - 50

Relevance & Quality of Report - 75

Final Presentation - 50

Viva-vice - 25

8.4 Laboratory Courses

- i. Continuous Evaluation Method is adopted for laboratory course and 40 marks are allocated for CIE. At the end of each experiment, the student is evaluated by allocating marks as given under.
 - Execution and Results - 20 marks
 - Viva-Voce - 10 marks
 - Record -10 marksAverage of marks obtained in all experiments is considered as the marks obtained in CIE.
- ii. SEE for Laboratory course will be conducted by Internal and External Examiners, 60 marks are allocated for the Lab course and distribution of marks is as follows:
 - Procedure - 10 marks
 - Execution and Results - 30 marks
 - Viva-voce - 20 marks

9. Award of Degree

Following are the requirements:

- i. The student shall have passed in all the courses and secured the number of credits as prescribed in the programme structure offered and should obtain a CGPA of at least 4.5.
- ii. The student shall not have any disciplinary actions pending against him/her.

Only CGPA will be shown in the Consolidated grade sheet and Division is not shown. However, the conversion table of CGPA into Division will be given on the back side of the Consolidated memo to facilitate the students to meet the requirements of recruiters.

CGPA SCORE	EQUIVALENT DIVISION
≥7.5	First Division with distinction
≥6.5 and <7.5	First Division
≥5.5 and <6.5	Second Division
≥ 4.5 and <5.5	Pass division
Below 4.5	Fail

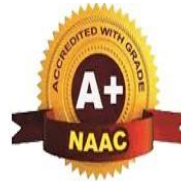
10. GRADING SYSTEM

Grades are awarded based on the combined marks secured in the Semester End Examination (SEE) and Continuous Internal Evaluation (CIE) as per the criteria stated in the following Table:

Academic Performance % of Marks	Letter Grade	Grade Points
≥95	S+	10
≥90 and < 95	S	
≥80 and < 90	A	9
≥70 and < 80	B	8
≥60 and < 70	C	7
≥50 and < 60	D	6
≥40 and < 50	E	5
< 40	F	0

10.1 Minimum Qualifying Marks

i	Theory Course (SEE)	40%	E grade
ii	Theory Course (CIE+SEE)	40%	E grade
iii	Laboratory Course (SEE)	50%	D grade
iv	Laboratory Course (CIE+SEE)	50%	D grade
v	Seminar (CIE)	50%	D grade
vi	Project work (SEE)	50%	D grade



11. Semester Grade Point Average (SGPA) & Cumulative Grade Point Average (CGPA) Calculation:

(a) A student is said to have earned credits if he/she secures letter grade 'E' and above

$$(b) \text{ SGPA} = \frac{\sum [\text{Letter Grade Point} \times \text{Credits}]}{\sum \text{Credits}}$$

SGPA is calculated upto second decimal point

SGPA is calculated only when all subjects in that semester are Cleared / Passed

$$(c) \text{ CGPA} = \frac{\sum [(\text{SGPA}) \times (\text{Total Credits})]}{\sum (\text{Total Credits})}$$

CGPA at a given point of Semester is calculated upto second decimal point .

CGPA is calculated only when total credits earned are equal to total credits upto a Semester in which the candidate has last appeared for Semester End Examination.

(d) Memorandum of Marks should indicate total number of credits and total number of credits earned upto a point of Semester.

11.1 AWARD OF RANK CERTIFICATE/GOLD MEDAL

(a) A student securing highest CGPA in **single attempt** is eligible for award of Rank Certificate/Gold Medal.

(b) A readmitted student is not eligible for award of Rank Certificate/Gold Medal.

12. TRANSITORY REGULATIONS

1. Whenever a Course or Scheme of Instruction is revised / modified in a particular semester/year, two more examinations immediately following thereafter shall be conducted according to the old syllabus/regulations, provided the content in the course has changed more than 40%.
2. Candidates not appearing at the examinations or failing in them shall take the examination subsequently according to the revised syllabus and regulations.

MCET (AUTONOMOUS) MBA STRUCTURE & SYLLABUS MBA Semester- I

Course Code	Course Title	Nature	HPW		Credits	Max Marks (CIE+SEE) (40+60=100)
			L	P		
MB101C	Management & Organizational Behaviour	Core	4	-	4	40+60
MB102C	Accounting for Management	Core	4	-	4	40+60
MB103C	Marketing Management	Core	4	-	4	40+60
MB104C	Statistics for Management	Core	4	-	4	40+60
MB105C	Business Law and Ethics	Core	4	-	4	40+60
MB106C	IT Applications for Management	Core	4	-	4	40+60
MB107E	Open Elective-I	Open Elective - I	4	-	4	40+60
	a. Financial Markets and Services					
	b. Managerial Communication					
MB151C	Computer LAB	Practical	-	2	1	40+60
Total credits at the end of I Semester			28	2	-	-
			30		29	800

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Evaluation**
- **SEE – Semester End Exam**

MCET (AUTONOMOUS) MBA SYLLABUS MBA Semester- II

Course Code	Course Title	Nature	HPW		Credits	Max Marks (CIE+SEE) (40+60=100)
			L	P		
MB201C	Human Resource Management	Core	4	-	4	40+60
MB202C	Financial Management	Core	4	-	4	40+60
MB203C	Operations Research	Core	4	-	4	40+60
MB204C	Total Quality Management	Core	4	-	4	40+60
MB205C	Business Research Methods	Core	4	-	4	40+60
MB206C	Economics for Managers	Core	4	-	4	40+60
MB207E	Open Elective-II	Open Elective - II	4	-	4	40+60
	a. Innovation Management					
	b. Customer Relationship Management					
MB208C	Seminar Presentation (CIE ONLY)	-	-	2	2	50
Semester credits			28	2	-	-
			30		30	750
Total Credits at the end of II semester			60		59	1550

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Evaluation**
- **SEE – Semester End Exam**

MCET (AUTONOMOUS) MBA SYLLABUS
MBA Semester- III

Course Code	Course Title	Nature	HPW	Credits	Max Marks (CIE+SEE) (40+60=100)	
MB301C	Operations Management	Core	4	4	40+60	
MB302C	E-Business	Core	4	4	40+60	
MB303C	Entrepreneurship Development	Core	4	4	40+60	
MB304C	Global Business Management	Core	4	4	40+60	
MB305E	Discipline Specific Elective:	DSE	8	8	-	
	Finance:		-	-	-	
MB305E-F-I	Investment Management		4	4	40+60	
MB305E-F-II	International Finance		4	4	40+60	
	Marketing :		-	-	-	
MB305E-M-I	Digital Marketing		4	4	40+60	
MB305E-M-II	Advertisement and Retail Management		4	4	40+60	
	Human Resource:		-	-	-	
MB305E-HR-I	Industrial Relations and Labour Laws		4	4	40+60	
MB305E-HR- II	Organisation Development		4	4	40+60	
	Systems :		-	-	-	
MB305E-S-I	Data Base Management System		4	4	40+60	
MB305E-S-II	Business Analytics		4	4	40+60	
MB306C	Synopsis of Project Work (CIE ONLY)		-	2	2	50+Nil
Semester credits			26	26	650	
Total Credits at the end of III semester			86	85	2200	

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Evaluation**
- **SEE – Semester End Exam**

MCET (AUTONOMOUS) MBA SYLLABUS

MBA Semester- IV

Course Code	Course Title	Nature	HPW	Credits	Max Marks (CIE+SEE) (40+60=100)	
MB401C	Strategic Management	Core	4	4	40+60	
MB402C	Business Intelligence	Core	4	4	40+60	
MB403C	Supply Chain Management	Core	4	4	40+60	
MB404E	Discipline Specific Elective:	DSE	8	8	-	
	Finance:		-	-	-	
MB404E-F-I	Financial Risk Management		4	4	40+60	
MB404E-F-II	Banking and Insurance		4	4	40+60	
	Marketing :		-	-	-	
MB404E-M-I	Buyer Behaviour		4	4	40+60	
MB404E-M-II	Services Marketing		4	4	40+60	
	Human Resource:		-	-	-	
MB404E-HR-I	Leadership and Change Management		4	4	40+60	
MB404E-HR-II	Performance Management		4	4	40+60	
	Systems :		-	-	-	
MB404E-S-I	Data Visualisation		4	4	40+60	
MB404E-S-II	Data Mining for Business		4	4	40+60	
MB405C	Project Work*		-	2	6	0+150
Semester credits			22	26	650	
Total Credits at the end of IV semester			108	111	2850	

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Evaluation**
- **SEE – Semester End Exam**

Project Work* - Comprises of :

- 1) **Project Report = 75 marks**
- 2) **Final Presentation = 50 marks and**
- 3) **Viva Voce = 25 marks**

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I
COURSE CODE – MB101C

Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objective:

This course is designed to introduce the concepts and theories of management and organizational behavior. The course aims at offering insights into human behavior at contemporary situations in organizational settings.

Learning Outcomes:

By the end of the course, the students would have a comprehensive understanding of managing the organizational functions in various organizational settings through gaining insights into individual, inter-personal and group situations.

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.

Unit -IV: Group Dynamics and Leadership:

Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models,. Worklife 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 Books:

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, “Organizational Behaviour”, 12th Edition, Prentice Hall.
4. Fred Luthans, “Organizational Behaviour”, 12th Edition, McGraw Hill International Edition.
5. Udai Pareek 2010, Understanding Organisational 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, 2015, Organisational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, 2010, Management and Organisational Behaviour, Pearson
9. Aswathappa K, “Organizational Behaviour (Text, Cases and Games)”, Himalaya Publication.
10. B.R. Virmani, 2010, Managing People in Organizations, Response Books

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER-I

COURSE CODE – MB102C

Course: ACCOUNTING FOR MANAGEMENT

Course Objectives:

To gain knowledge of the process, principles and conventions of accounting

1. To develop the skill of preparation of final accounts
2. To understand the methods of analysis of financial statements
3. To gain knowledge of breakeven analysis and its use to management

Course Outcomes:

At the end of semester, the student will be able to understand and present the following:

1. Journal, Ledger, Trial Balance and Final Accounts
2. Analyze performance of companies using Ratio Analysis
3. Analyze Cash Flow position of companies
4. Make calculation relating to Cost Volume Profit Analysis

Unit - I:

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:

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

Unit – III:

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 – 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 – 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 (19th edition), Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2nd ed, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, 5th Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2nd edition, PHI
6. Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3rd Ed. Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, 2009, 7th Ed. South Western, Cengage Learning.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

COURSE CODE-MB103C

Course: MARKETING MANAGEMENT

Course Objectives:

To impart the basic tools of marketing and selling

1. To analyze factors affecting business environment
2. To assess buyer perceptions
3. To analyze market and competition structure
4. To know value of culture in marketing of goods and services
5. To make the students imbibe the global changes in the area of marketing

Course Outcomes:

1. Students can equip with marketing and selling tools.
2. Students can learn about the competition levels in the market.
3. Buyer behavior and perceptions are key of any business; that can be thoroughly learnt.
4. Various market position skills can be obtained for competitive advantage.
5. Group Dynamics and Channel Dynamics involved in marketing can be assessed.
6. Better control of key resources and optimum utilization of resources can be attained.

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 Programme:

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.

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, 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”, 2020, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, “Marketing Management” 6th Edition, Pearson Education.
3. William J. Stanton, “Fundamentals of Marketing” 6th Edition, McGraw Hill Publications.
4. Tapan K Panda, “Marketing Management”, 2010, 1st Ed. Excel Books.

Suggested Books:

1. Ramaswamy V.S. Namakumari S, “Marketing Management”, The Global perspective Indian Context Macmillan India Ltd.
2. Rajan Saxena, “Marketing Management”, Tata McGraw Hill.
3. Ashwatappa , Principles of Marketing” Himalaya Publishing House, New Delhi
4. Paul Baines, Chris fill, Kelly Page, “Marketing Management”, 2009, 1st Ed. Oxford University Press.
5. Roger J. best, “Market-Based Management”, 2009, 1st Ed, PHI Learning Pvt. Ltd.
6. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

SEMESTER-I

COURSE CODE – MB104C

Subject: STATISTICS FOR MANAGEMENT

Course Objectives:

1. To introduce basic statistics to management students like measures of central-tendency, measures of dispersion, skewness and kurtosis and concepts of probability.
2. To provide an understanding of probability distributions.
3. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.
4. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

Course Outcomes:

1. Basic Statistics helps in descriptive analytics.
2. Knowledge of Probability and distributions are play an important role across the various areas of management like finance, Marketing, HRM, supply chains etc.
3. Hypothesis testing is useful in estimation for analysis and decision making.
4. Correlation, regression techniques are an integral part of planning and controlling.

Unit – I:

- 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:

- 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:

- 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 for two S.D's.

Unit - IV:

- 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:

- 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" 2000, 7thEd.Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010 3rd Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers- Using MS Excel", 2009, 1st Excel Books.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

COURSE CODE - MB105C

Course: BUSINESS LAW AND ETHICS

Course Objectives:

1. This course is designed to introduce the legal aspects of business from the national and transnational perspective.
2. The course also intends to offer insights into the ethical considerations in Business entities and their responsibility towards society.

Course Outcomes:

By the end of the course, the students would have a comprehensive understanding of the legal and ethical considerations in business organizations through gaining knowledge of provincial and international outlook.

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.

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 Books:

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, 2006, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, 2017, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, 2008, Cambridge University Press.
8. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
9. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
10. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
11. S.S Gulshan, Business laws, 2010, Excel Books.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

COURSE CODE-MB106C

Course: IT APPLICATIONS FOR MANAGEMENT

Course Objectives:

1. To acquaint the students' with the micro-level competency with regard to contemporary Information Technology Tools in organizations.
2. To provide real-time insights into the fundamentals of computers as business tools
3. To Create Awareness in upcoming managers, of different types of Information Technology, Management Systems so as to enable the use of IT resources efficiently
4. To study the role and Value addition of IT in business
5. To enable students to develop proficiency in using certain components of the package includes MS Excel, MS Access

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 organizations.
3. Students can get streamline work processes and improve communication within the organization.

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.

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. (2017), “.Information Technology for Management”, 7th Ed, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, 9th ed., Wiley
3. Anita Goel, “Computer Fundamentals”, Pearson Publishing
4. B. Muthukumaran, “Information Technology for Management”, 2010, Oxford
5. Westerman, George, et al. (2014),” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C. (2014), “Using information technology: A practical Introduction to Computers & Communications”, 11th ed., McGraw Hill Education.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

COURSE CODE – MB107E - OPEN ELECTIVE-I

Course: FINANCIAL MARKETS AND SERVICES

Course Objectives:

1. To learn about the financial markets.
2. To understand the various fund based services like leasing and hire purchase.
3. To learn about fee based services like Merchant Banking, Factoring etc.

Course Outcomes:

1. To learn about the participants, products, players in primary and secondary markets
2. Identify the new financial innovations taking place in India.
3. To identify Merchant Bankers in India and know about their activities
4. To learn about the players in the leasing and hire purchase business in India.
5. To learn about the insurance companies and the products offered by them.
6. To trace the regulation in financial markets.

Unit – I: Financial Markets:

Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market

Financial Services:

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

Unit – II: Merchant Banking:

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Unit – III: Leasing and Hire-Purchasing:

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire-purchase deals.

Unit – IV: Insurance:

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

UNIT – V: Other Financial Services:

- a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India.
- b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

Suggested Books:

1. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition, Oxford University Press, South Asia Edition.
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8.
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education.
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
6. ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
7. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

**COURSE CODE– MB107E - Open Elective –I
Course: MANAGERIAL COMMUNICATION**

Course Objectives:

Upon the successful completion of this course the student will be able to

1. Learn the fundamentals of communication.
2. Apply business communication theory to solve workplace communication issues.
3. Demonstrate the communication skills required in the workplace
4. Understand complex ideas in written and spoken formats.
5. Express complex ideas accurately in written and spoken formats.

Course Outcomes:

At the end of this course students will be able

1. To acquire the requisite knowledge about the fundamentals of communication skills.
2. To study how to write business letters, reports and other business correspondence.
3. To learn various aspects of oral communications viz presentation skills, group discussions and negotiation.
4. To acquire knowledge about various types of interviews.
5. To learn media management and social etiquette in order to handle day to day managerial responsibilities.

Unit – I:

Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.

Unit – II:

Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals – Objectives of Reports- Types of Reports-Structure of Reports- Individual and Committee Reports- Report Writing- Logical Sequencing- Executive Summary- Effective Business Correspondence.

Unit – III:

Oral Communication – Presentation Skills – Principles Of Effective Presentations- Principles Governing Use Of Audio-Visual Media -Meetings – Group Discussions – Managerial Speeches –Non- Verbal Communication – Negotiation Skills-Approaches To Negotiations- Preparing For and Conducting Negotiations -Kinesics – Proxemics – Voice – Motivation – Leadership – Culture – Language Dynamics

Unit – IV:

Employment Communication- Interviews –Selection or Placement Interviews –Appraisal Interview- Exit Interview- Discipline Interviews- Writing CV/Resume – Teleconferencing- Videoconferencing- Social Media Communication - Dos & Don'ts of Social Media Communication.

Unit – V:

Business and social etiquette- Media Management-Media Relations-Press Release – Press Conference- Media Interviews-Investor Relations-Framework for managing Investor Relations-Managing Government Relations- Cross Cultural Communication

Suggested Books:

1. Mary Penrose, Rasberry and Myers, “Business Communication for Managers”, CengageLearning.
2. Kathleen Fearn-Banks, “Crisis Communications, A Casebook Approach”, Routledge.
3. Mary Munter, “Guide to Managerial Communication” 6th Ed Pearson Education.
4. Bovee and Thill: Business Communication Today, Mac Graw-Hill, Second Edition.
5. Guffey M. E.: Business Communication Process & Product, Thompson, South -Western.
6. Level D. A.: Managerial Communications, Business Publications, Plano, Texas.
7. Pradhan and Pradhan: Business Communication, Himalayan Publishing House.
8. Seely J, Oxford Writing and Speaking, Oxford.
9. Lesikar, R.V. and M.E. Flatley, “Basic Business Communication”, 2008 11th Ed. New York, McGraw-Hill.
10. Disanza, “Business and Professional communication”, Pearson Education.
11. CSG Krishnamacharyalu and L.Ramakrishnan, “Business Communications”, 2009, Himalaya Publishing House.
12. Kelly Quintanilla and Shawn T Wahl, “Business and Professional communication”, Sage Publications.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

**COURSE CODE-MB151C
Course: COMPUTER LAB**

MICROSOFT EXCEL:

Unit – I: 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.

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

MICROSOFT ACCESS:

Unit – I: 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 – II: 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, Indian Edition.
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", Second Edition - Vikas Publishing House.
5. P.Sudharsan & J.Jeyaalan, "Computers Systems & Applications", Jaico Student Edition - Jaico Publishing House.
6. D.P.Apte, "Statistical Tools for Managers- Using MS Excel", 2009, Excel Books

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II**

COURSE CODE: MB201C

Course: HUMAN RESOURCE MANAGEMENT

Course Objectives

The Objective of the course is to develop an understanding on various issues, approaches and practices of Human Resource Management and ability to identify potential employees, evaluate competences, design workforces & build HR driven corporate strategies.

Course Outcomes:

1. Transform Human beings into Human Resources
2. Build Global Level HR Managers
3. Create Agile Workforce
4. Innovate Winning 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 Modelling, 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 Modelling, 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.

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 modelling for Human Capability, Human Copability & 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, Jobloss, Mergers & Acquisitions.

Suggested Books:

1. David Lepak, Mary Gower, Human Resource Management, 2018, Pearson.
2. Paul Banfield, Rebecca Kay, Human Resource Management, 2019 Oxford.
3. Decenzo, Human Resource Management, 2018, Wiley.
4. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource, 2019, TMH.
5. Gomez Mejia et.al, Managing Human Resource, 2017, PHI.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II
COURSE CODE – MB202C

Course: FINANCIAL MANAGEMENT

Course Objectives:

1. To learn about the scope and goal of financial management.
2. To familiarize the student with the concepts of long term and short term investment decisions.
3. To understand the dividend decisions of firms.

Course Outcomes:

1. Apply project appraisal methods to cash flows.
2. To understand the corporate practices of dividend payment.
3. To learn about corporate events like mergers
4. To learn about inventory management of manufacturing companies

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

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”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10thEd. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. PrasannaChandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II**

COURSE CODE – MB203C

Course: OPERATIONS RESEARCH

Course Objectives: The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

1. To introduce OR techniques such as Linear Programming Problem.
2. To analyse special cases of LPP such as Transportation Problem, Assignment Problem.
3. To Study network Concepts and techniques like PERT and CPM.
4. To study quantitative competitive strategy models such as game theory, simulation and queuing theory.

Course Outcomes:

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations..
3. Application of optimization tools for decision-making.

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 Maximisation and Minimisation 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.

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”, 2010, 4thEd.TMH.
2. J.K. Sharma, “Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, 2008, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, 2007, 9th Ed. Pearson.
6. Pannerselvam, R, “Operations Research”, 2006, 3rd Ed. PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, “Operations Research Principles and Practice”, 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8th Ed. TMH.
10. Prem Kumar Gupta & others, “Operations Research”, 2010, S. Chand.
11. K.K Chawla, Vijaygupta, Bhushan K. Sharma, Operations Research, Quantitative Analysis for Management, Kalyani Publications,2020.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II
COURSE CODE –MB204C
Course: TOTAL QUALITY MANAGEMENT

Course objectives:

This course is aimed at;

1. This course is aimed at 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
5. Sensitizing the participants to the importance of quality in services sector

Course outcomes:

After going through this course one should be able to;

1. Understand the basic terminologies and metrics that are used to govern quality management
2. Get a better perspective on quality standards like ISO
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 services 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, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

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, Forced 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,

Unit – IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work 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 the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services –Banks, Investment Company and Mutual Funds.

Suggested Books:

1. John L. W. Beckford, “Quality: A Critical Introduction”, 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-scare, “TotalQuality Management”, 2006, 3rd Ed. PHI.
3. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, 2016, THOMPSON.
4. R. P. Mohanty& R. R. Lakhe, “TQM in the Service Sector”, Jaico Books.2016
5. KanishkaBedi, “Quality Management”, Oxford University Press.
6. “The Six Sigma Instructor Guide”, Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal& Asher Mike, “100 methods for TQM’, Response.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS

Semester-II

COURSE CODE - MB205C

Course: BUSINESS RESEARCH METHODS

Course Objectives:

1. Enable students to learn the importance of Research
2. To involve students in activities related to Research
3. To train them on Data collection and data processing methods
4. To impart Report writing skills to Management graduates
5. To help learners gain overall insights into the finer aspects of research Methodology

Course Outcomes:

1. To gain understanding of various kinds of research design
2. To enable learners to be able to formulate the research problem
3. To acquire basic knowledge on qualitative and quantitative research
4. To have knowledge on descriptive and inferential data tools
5. To be able to write and develop independent and critical analysis for report writing

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 – Types of 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

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.

Suggested Books:

1. Bordens, K. S. and Abbott, B. B. (2011). Research Design and Methods - A Process Approach, New York, McGraw-Hill.
2. Creswell, J. W. (2007). Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
3. Creswell, J. W.(2003). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (2nd Ed.). London: SAGE Publications Limited.
4. Charmaz, K. (2006). Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
5. Curwin, J. and Slater, R. (1991). Quantitative Methods for Business Decisions, Tokyo, Japan, Chapman & Hall.
6. Denzin & Lincoln (2011). The SAGE Handbook of Qualitative Research. Thousand Oaks: SAGE Publications Ltd.
7. Dey, I. (2005). Qualitative Data Analysis: A user-friendly guide for social scientists, New York, Routledge.
8. Goulding, C. (2002). Grounded Theory: A Practical Guide for Management, Business, and Market Researchers, California, SAGE Publications Ltd.
9. Gray, D. E. (2009). Doing Research in the Real World, London, SAGE Publication Ltd.
10. Kumar, R. (2011). Research Methodology - A Step-by-Step for beginners, California, SAGE Publications Ltd. 4th Edition.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-I**

COURSE CODE - MB206C

Course: ECONOMICS FOR MANAGERS

Course Objectives:

1. To make students familiarize with Economic behavior of a person
2. To let managers know the market behavior
3. To understand the environment of Business firms.
4. To know the demand conditions of various products
5. To know the contemporary economic policies

Course Outcomes:

1. Students can learn micro factors of Economic behavior of a consumer.
2. Would be Managers needs market dynamics and the same is imparted.
3. Students can assess opportunities and threats of business.
4. Students can better understand nature of the products and demand conditions.
5. It is also provided through this paper the decision making tools and investment avenues.

Unit – I:

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:

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:

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).

Unit – IV:

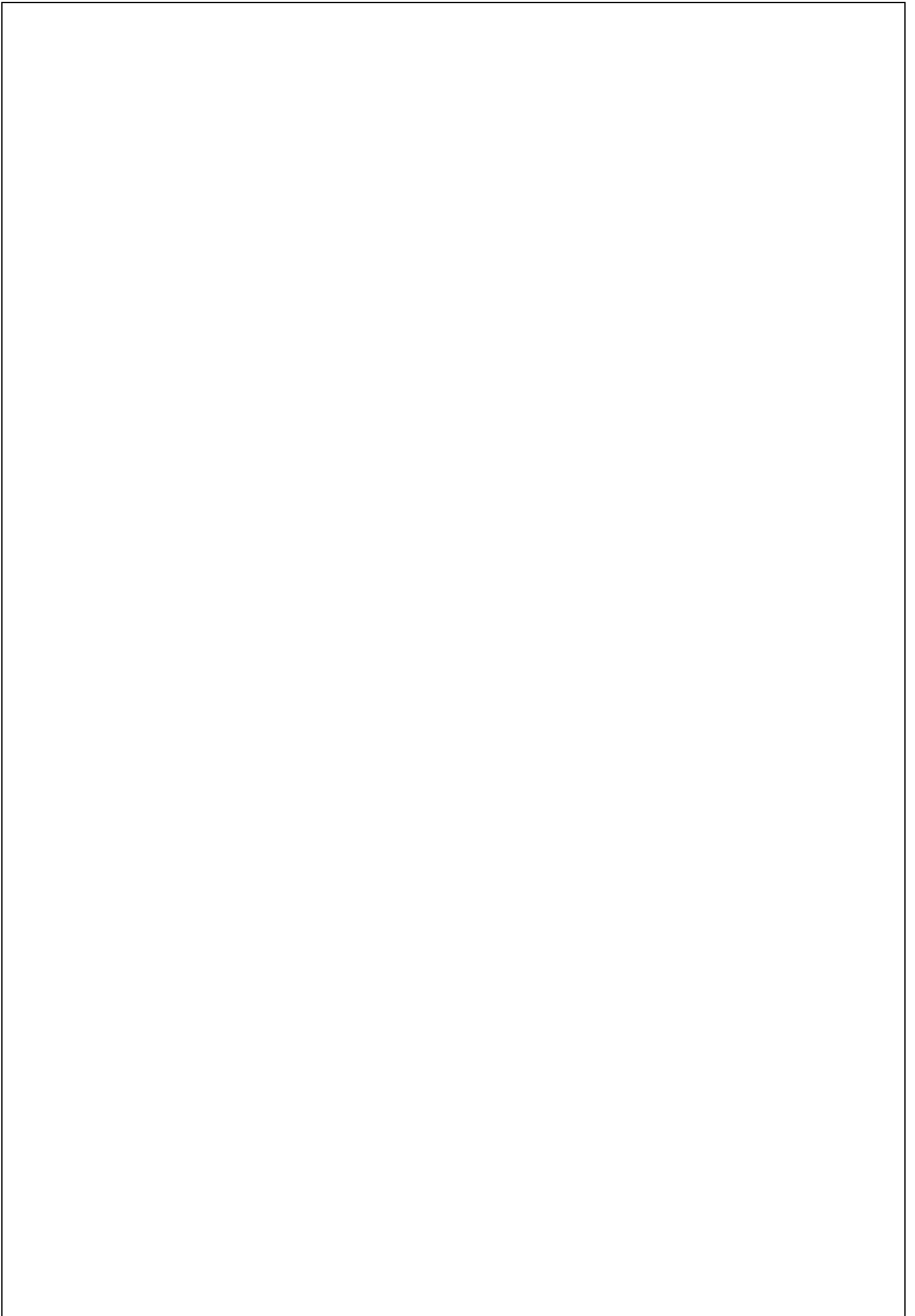
Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees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

Unit – V:

Macro Economics: 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:

2. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press.
3. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, “Managerial Economics”, 4th Edition, Pearson Publication.
4. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
5. Joel Dean, “Managerial Economics”, Tata Mcgraw Hill.
6. R.L. Varshney, K.L. Maheshwari, “Managerial Economics”, Sultan Chand Publications.
7. P L Mehatha, “Managerial Economics”, 8th Ed S. Chand Publishing.



MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II
COURSE CODE –MB207CE- Open Elective –II
Course: INNOVATION MANAGEMENT

Course Objectives:

1. Provides an overview of concepts relating to R & D and Innovation Management.
2. Provides an understanding of concepts like R & D Investment, Evaluation of R & D.
3. Brings out the differences between innovation and Invention.
4. Provides an understanding of Innovation management in an organization.

Course Outcomes:

1. Helps in formulating R&D policy and strategy for an organization.
2. Helps in making budget allocations for R & D projects in organization.
3. Helps in managing Innovation in Organization.

Unit - I: Introduction to Management of Research and Development

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies

Unit - II: Managing R & D Projects

Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing industrial R &D, Acquisition of external technology, Forms of External R&D.

Unit - III: Effective Research & Development Management

Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress, evaluation criteria.

Unit - IV: Innovation Management

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

Unit - V: Managing Innovation within Organizations

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

Suggested Books

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4th Edition.
2. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit, Sage Publications.
3. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, Paper Back.
4. William L.Miller& Langdon Morris, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
5. V.K Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.

**MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II**

Course Code –MB207E - Open Elective –II

Course: CUSTOMER RELATIONSHIP MANAGEMENT

Course Objectives:

1. This course is focused on the holistic understanding of customer relationship management. It is important that such a course gives students a real world understanding of CRM.
2. To acquaint the students' understand and describe a customer relationship management application.
3. To provide real-time insights into the successfully implemented CRM in various organizations and it also helps to ensure a successful implementation
4. To Create Awareness in implementation of CRM by understanding the end users and importance of implementing such a system in an organization to retain their customers for long run success.
5. To study how CRM allowed for decision making, evolved relationships to a higher level of understanding and more meaningful interactions with their target market users.

Course Outcomes:

1. Students can work in CRM tools to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations towards their target market.
3. Students can get streamline work processes and improve CRM within the organization.

Unit-I: Introduction to CRM and Building Healthy Customer Relationships:

CRM, Evolution of CRM, Relationship Marketing, Relationship Process, Customer Defections, Impact of Customer Defections, Types of Defectors, CRM Framework- Satisfaction, Trust, Switching, Commitment and Loyalty, Types of CRM, Benefits of CRM, Emerging trends in CRM: Mobile CRM, Social CRM

Unit-II: Economics of CRM:

Evolution of Marketing Practices- Product Centric, Segment Centric, Customer Centricity, Customer Profitability, Customer Equity, Introduction to Customer Lifetime Value (CLV), CLV in services, Activity based costing for customer profitability analysis, Loyalty Strategy, Customer satisfaction tools. Customer Value Management.

Unit-III: CRM Applications:

Applications of CRM in different industries, Characteristics of Services, Service Quality Dimensions, Cost of losing a customer, Service Recovery, Service Guarantee, CRM practices in Financial Markets, Hospitality, Healthcare, and Airlines, CRM Strategies in Retailing and FMCG industries, Customer Experience Management (CEM).

Unit-IV: CRM in Business Markets:

Market Structure and Demand, Nature of Buying Unit, Types of Decision and Decision Process, Participants in the Buying Process, Campaign Management, Functionalities of a Campaign Management Solution, Sales Force Automation, Customer Service and Support (CSS), Capabilities of a CSS Solution,

Unit-V: CRM implementation:

CRM implementation process, issues and challenges in CRM implementation, precautions related to CRM implementation. CRM Implementation Roadmap, Performance Measurement, Customer Centric Organizational Structure, Role of IT and automation in effective implantation of CRM practices.

Suggested Books:

1. Githa Heggde and G., Shainesh (Eds.) (2018), 'Social Media Marketing: Emerging Concepts and Applications', Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth (2006), Customer Relationship Management - A Strategic Perspective, (Trinity Press, Laxmi Publications).
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh (Eds.), Customer Relationship Management - Emerging Concepts, Tools and Applications, (21st Reprint 2017), McGraw Hill Education.
4. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2015, a diviosn of Redd ElsevierIndia Pvt Ltd.
5. Alok Kumar Rai, 2008, "Customer Relationship Management: Concepts and Cases, PHI
6. Mukesh Chaturvedi, Abhinav Chaturvedi, 2008, , 2nd Ed "-"Customer Relationship Management: An Indian Perspective", Excel Books.

MASTER OF BUSINESS ADMINISTRATION (MBA) SYLLABUS
SEMESTER-II
COURSE CODE: MB208C
Course: Seminar Presentation

Course Objectives:

1. To develop student skills of interaction in exploring in exploring the facts
2. To develop skills integrative skills of Discussion in arriving at a conclusion
3. To develop skills of critical evaluation of given topic/situation
4. To develop skills of exploring knowledge base and frame the text

Course Outcomes:

(A student can be assessed based on the following outcomes)

1. **Presentation skills** : Student is expected to present with clear aims and out comes
2. **Argumentative and critical thinking Critical thinking:** It is closely related to how student is able to relate critical thinking, thought process and reasoning.
3. **Inter Disciplinary Approach** : Relating knowledge more than one branch
4. **Presentation of the text:** The sequence of text presentation in order to provide logical clarity.

Methodology of Seminar presentation:

11. This is an individual presentation using PPT
12. Student is expected to take a “Contemporary topic”
13. Methodology includes : (a) Introduction (b) Scope (c) objective of the presentation
(d) analytical presentation of the topic (e) Limitations.

Note: (1) Number PPT slides generally around 20

- (2) These presentations should be given by the students before commencement of the II- semester examinations.

