

MASTER OF BUSINESS ADMINISTRATION (M.B.A)
UNDER CHOICE BASED CREDIT SYSTEM CBCS
REGULATIONS - (2023-25)

**For Regular students of University and Affiliated Colleges,
Andhra Kesari University**

**(To come in to effect from the academic year 2023-25)
Under National Education Programme (NEP)**

This new curriculum is based on the NEP, designed to prepare students for continuous and lifelong learning. The main focus and aim of this programme is to prepare students as entrepreneurs and intrapreneurs, with startup culture.

1. GENERAL INFORMATION

- Credit is concerned with the quantum of syllabus and work load assigned to a particular course.
- One credit = one lecture hour/week

Choice based credit system provides an opportunity to students to learn subject at their own place registering for more or less than the desired number of courses to secure post graduation degree. It allows to experience interdisciplinary approach in learning. It also enables the students to make the best use of expertise of the available faculty.

(i) Programme-Course

- A programme consists of a number of courses
- A course is a paper of the programme.
- A course may involve Lectures/Tutorials/Lab work/Seminars/Case studies/Group discussions/Role Playing/Project/Practical Training etc.
- The effort in the form of tutorials, lab work, seminars, case studies, group discussions, role playing, project, practical training, and covering 100 marks is assigned with 4 credits.
- The duration of the course is usually 15 lecture weeks
- Each course is assigned a suitable code.

(ii) Classification of Courses

The various courses offered to the students are below:

(a) Core Course:

Core Courses are those courses, the knowledge of which is essential for the students. These are the mandatory ones.

(b) Ability Enhancement Course:

(c) Skill Enhancement Course:

(d) General Elective/Open Elective

(e) Discipline Specific Elective

(f) Massive open online Courses

(iii) Semesters:

An academic year consists of two semesters.

- Even semester covers the period December to April, with fifteen lecture weeks.
- Odd semester Covers the Period August to December, fifteen weeks of which are lecture weeks.
- In each semester there are no preparatory holidays for semester end examinations, next semester follows immediately at the end of previous semester end examinations. Semester end examinations are on each working day without gap between two examinations.

2. Eligibility for admission into Two Year Degree of Master of Business Administration (M.B.A)

The candidates applying for admission to the MBA programme must have passed the bachelor's degree examination at this university, which must have a minimum duration of three years, or an exam recognized by this university as equivalent. In addition, they must have passed the entrance exam required, as well as any other requirements currently in vogue for admission to the M.B.A. degree programme.

3. for passing the MBA Degree examination, the candidate has to fulfill the conditions prescribed here under:

a) The Candidate must complete the programme of study at the University College that lasts for two academic years, each of which consists of two semesters with a total length of 16 weeks, including final exams.

b) The first year is divided into two semesters, with seven common subjects in each. Each of the second year's two semesters includes four common courses and four electives.

4. Industrial Training and Project Work:

(i) Each student is required to complete an internship in one of the reputable corporate industrial companies for a period of eight weeks duration in the 4th semester of the Programme.

(ii) The project report which carries 100 marks is required for the internship.

(iii) At the completion of the fourth semester, a panel of examiners composed of an internal and an external examiner will conduct project VIVA-VOCE for 100 marks.

5. Medium of Instruction is English Only.

6. Scheme of Examination:

There shall be four semester-end examinations over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, regularity, class room behavior, carry home assignments etc., by the faculty concerned.

7. Attendance:

Regular course of study, in a semester, means a minimum average attendance of 75 % in all the papers computed by totaling the number of periods of lectures, tutorials, and practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator. However, a student has to possess a minimum attendance of 50 % in each subject.

No special consideration what so ever in attendance will be given to any student for late admission due to any reason. If a student fails to achieve a minimum of 62.5% attendance in all papers combined and a minimum of 50% attendance in each subject, and if the principal is satisfied with the reason for the absence, payment for shortfall of attendance may be made. A student, who could not satisfy these requirements of attendance as given in clauses above, shall have to repeat that semester.

The organization where the student completes project work must provide the student with a certificate of satisfactory attendance, which must be submitted. In addition, within the period of first eight semesters following admission, a student must complete the course of study, satisfying the attendance criteria in all four semesters, failing which he/she shall forfeit his/her seat.

After obtaining written authorization from the principal and cancelling the prior attendance record and sessional marks for that semester, a student who has met the minimum attendance criteria in any semester may repeat that semester. The whole course of study must be completed during the first eight semesters, and no student may use this facility more than twice during the entire course of study.

8. Promotion:

A candidate is eligible for promotion to the next semester if they have met the requirements for minimum attendance and have enrolled for the semester-end university examination by paying the necessary examination fee. Candidates who fail in their exams or absent for the semester-end university exam will not be detained.

9. Evaluation:

For the semester-end exams, which also include project reports, there will be both internal and external evaluation.

10. Qualifying Marks for pass:

a)i) All candidates who are taking an exam for the first time in a semester must register for all of the whole exams during that semester. If a candidate receives not less than 40% on each theory paper, practical, and project report in the semester-end university examination, as well as not less than 40% on the sum of the internal assessment and semester-end examination, the candidate will be deemed to have passed the entire examination or a portion of it.

ii) To pass the candidate must receive at least 40 out of a possible 100 points in the project VIVA-VOCE exam

b) If a candidate's project report doesn't receive passing marks, they should submit the revised report with the next batch of students.

c) After invalidating the prior theory examination results for that semester, a candidate who fails may still appear for the entire theory examination. It is only applicable to the semester-end examination.

d) No supplementary examinations will be administered. The failed candidate will have to take the exam again with the regular candidates of next batch.

11. Classification of successful candidates:

The classification will be on the basis of the total grade points obtained by the candidate in all the semesters put together and will be classified as follows:

Marks and Grading:

(1) Weighted Average Marks:

$$WAM = \frac{\sum n_i m_i}{\sum n_i}$$

n_i : Number of credits for i^{th} course

m_i : Marks obtained in the i^{th} course.

(2) Grade point average: $GPA = 10^{-1} WAM$

The percentage of marks obtained by a student in a course will be indicated by a grade point and a letter grade.

Marks	Grade Point	Letter	Class
70-100	7.0-10.0	O	Outstanding
65-69	6.5-6.9	A+	First
60-64	6.0-6.4	A	First
55-59	5.5-5.9	B+	Second
50-54	5.0-5.4	B	Second
40-49	4.0-4.9	C	Third
00-39	0.0-3.9	F	Fail

3) Overall weighted percentage of Marks (OWPM):

$$OWPM = \frac{\sum_i \sum_k n_{ik} m_{ik}}{\sum_i \sum_k n_{ik}}; \text{ where } m_{ik} = \text{marks obtained in } i^{\text{th}} \text{ course of } K^{\text{th}} \text{ semester}$$

4) Cumulative grade point average (CGPA): $CGPA = 10^{-1} OWPM$

i) A candidate who secures 70% and above in the total aggregate marks, will be placed in OUTSTANDING (O).

ii) A candidate who secures 65% and above but less than 70% of marks in the total aggregate will be placed in FIRST (A+).

iii) A candidate who secures 60 % and above but less than 65% of total aggregate will be placed in FIRST (A).

iv) A candidate who secures 55% and above but less than 60 % of total aggregate will be placed in SECOND (B+).

v) A candidate who secures 50% and above but less than 55% of total aggregate will be placed in SECOND (B).

vi) A candidate who secures 40% of marks in each Course with an overall aggregate of 40% or above and above but less than 50% of total aggregate will be placed in THIRD (C).

NOTE: Marks and Graduation Certificates shall be issued by the Controller of Examinations as prescribed in these Regulations for each Semester.

12. Award of Ranks:

Candidates who successfully completed all four semesters of the degree programme on their first attempt will be rated according to merit. Candidates who have taken supplementary exams are still eligible for classification, but they are not given consideration for the award of the rank. The top three students or 10% of the total number of students who took the four semester-ending exams will be awarded ranks.

13. Improvement:

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers after two years of their regular study as per the existing regulations and syllabi.

Note: The candidates shall be permitted to improve their marks within a period of four years from the date of admission into first Semester.

14. Transitory Provision:

a). Candidates who enrolled in the M.B.A. degree programme under the previous regulations and syllabus and were unable to pass any or all of the courses (papers) would be allowed to retake the test three times under the previous regulations and syllabus (s).

b). Candidates who met the minimum attendance criteria under the old regulations in any semester but who did not pass some exams after being given three chances as required must take the corresponding exams under the revised regulations, as determined by the chairman of the board of studies.

15. The university shall reserve the right to amend or modify or revise any of the above regulations whenever necessary.

Total Credits:

Credits Per Semester	Semester 1 25	Semester 2 25	Semester 3 23	Semester 4 27	Total 100
Credits Per Course	Core Courses: 16*3=48	Elective Courses AEC:3*2=6 SEC:3*2=6 GE :4*3=12 DSE:8*3=24	Internship/ Project:4	Total 100	

- CC: Core Course (Mandatory) : 18
- AEC: Ability Enhancement Course: 3
- SEC: Skill Enhancement Course: 3
- GE/OE: General Elective/Open Elective: 4
- DSE: Discipline Specific Elective : 8
- HPW- Hours Per Week
- IE- Internal Examination
- SEE- Semester End Examination

- *Allcore papers are Mandatory
- Generic elective-choose two
- Multidisciplinary course/Project work is Mandatory
- Open electives are for the students of other departments. Minimum one paper should be opted. Extra credits may be earned by opting for more number of open electives depending on the interest of the student through self study.
- Interested students may register for MOOC with the approval of the concerned DDC.

16(i)Core course:

There may be a core course in every semester. This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme in a said discipline of study.

16.(ii) Elective Course:

- Elective course is a course which can be chosen from a pool of papers.It may be:
- Supportive to the discipline of study.
- Provide a expanded scope
- Enable an exposureto some other discipline/domain
- Nurture student's proficiency skill.
- An elective may be "Generic Elective" focusing on those courses which add generic proficiency to the students.These electives shall be "Discipline Centric".Three or Four papers may be offered, of which two may be chosen.
- Skill oriented Course and Multidisciplinary Course/Project are introduced as per Action plan of National Education Policy-NEP 2020.

- An elective may be “Open Elective” and shall be offered for other Disciplines only. At least one paper must be chosen for study as mandatory. More than one paper may be studied through self study.

ANDHRA KESARI UNIVERSITY

MBA Course Structure and Syllabus as per CBCS Guidelines

SEMESTER -I

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS1.1	Management Process & Organizational Behavior	CC	3	4	30+70	100
BUS1.2	Quantitative Techniques for Management	CC	3	4	30+70	100
BUS1.3	Business Environment and Legislation	CC	3	4	30+70	100
BUS1.4	Accounting for Managers	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS1.5 A	Business Communication	CC	3	4	70	100
BUS1.5 B	Life Skills & Soft Skills. (Internals)	SEC	2	2	30 IE	
BUS1.6 A	IT Applications for Management,	CC	3	4	70	100
BUS1.6 B	MS Excel (Lab) (Internals)	AEC	2	2	30 IE	
	ELECTIVE FOUNDATION OPT-1					
BUS1.7	Managerial Economics	GE	3	4	30+70	100
BUS1.8	E-Commerce					
BUS1.9	Technology Management					
Total Credits			25	32	700	700
Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits BUS 1.5 and 1.6 Papers have more depth subjects (With SEC & AEC) hence 5 Credits allotted with both Internal & External marks.						

SEMESTER –2

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	Total
BUS2.1	Business Law	CC	3	4	30+70	100
BUS2.2	Financial Management	CC	3	4	30+70	100
BUS2.3	Marketing Management	CC	3	4	30+70	100
BUS2.4	Production & Operations Management	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS2.5 A	Human Resources Management	CC	3	4	70 SEE	70
BUS2.5 B	Mentoring & Coaching Skills	SEC	2	2	30 IE	30
BUS2.6 A	Research Methodology	CC	3	4	70SEE	70
BUS2.6 B	Minor Research Project using Statistical Packages	AEC	2	2	30 IE	30
	ELECTIVE FOUNDATION OPT-1					
BUS 2.7	Entrepreneurship Development and Start Up Management	GE	3	4	30+70	100
BUS 2.8	Business Intelligence					
BUS 2.9	Cyber Security					
	MOOCs					
	Total Credits		25	32	700	700
Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits BUS 2.5 and 2.6 Papers have more depth subjects (With SEC & AEC) hence 5 Credits allotted with both Internal & External marks.						

MBA Course Structure and Syllabus as per CBCS Guidelines
SEMESTER –III

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 3.1	Business Policy & Strategic Management	CC	3	4	30+70	100
BUS 3.2	Decision Support Systems & MIS	CC	3	4	30+70	100
BUS 3.3	Business Ethics & Corporate Governance	GE	3	4	70 SEE	100
	Case Study Presentation of CSR/Ethical practices of 2 companies	AEC	2	2	30 IE	
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 3.4.M	MARKETING SPECILIZATION (Choose any Two Papers) 1. Advertising & Brand Management	DSE	3	4	30+70	100
BUS 3.5M	2. Customer Relationship Management		3	4	30+70	100
BUS 3.6M	3. Retail Management					
BUS 3.4F	FINANCE SPECILIZATION (Choose any Two Papers) 1. Security Analysis & Portfolio Management	DSE	3	4	30+70	100
BUS 3.5F	2. International Financial Management		3	4	30+70	100
BUS 3.6F	3. Basics of Taxation					
BUS 3.4HR	HRM SPECILIZATION (Choose any Two Papers) 1. Industrial Relations & Labor Laws	DSE	3	4	30+70	100
BUS 3.5HR	2. Management Training & HRD		3	4	30+70	100
BUS 3.6HR	3. Organizational Change & Organizational Development					
BUS 3.4 BA	BUSINESS ANALYTICS SPECILIZATION (Choose any Two Papers) 1. Introduction to Business Analytics Tools		3	4	30+70	100
BUS 3.5 BA	2. Data Visualization & Predictive Analysis		3	4	30+70	100
BUS 3.6 BA	3. Big Data Analytics					
	MOOCS					
	TOTAL		23	30	700	700
Note: 7 Papers (3 Common + 2 Elective + 2 Common Specialization) for 700 marks with 23 Credits BUS 3.3 Paper has more depth subject (With AEC) hence 5 credits allotted with both Internal & External marks						

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.

In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

SEMESTER –IV

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 4.1	Global Business	CC	3	4	30+70	100
BUS 4.2	Knowledge Management	CC	3	4	30+70	100
BUS 4.3	Business Analytics Lab (Internals)	GE	3	4	70 SEE	100
	Data Analytics using Python	SEC	2	2	30 IE	
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 4.4M	MARKETING SPECILIZATION 1. Logistics & Supply Chain Management	DSE	3	4	30+70	100
BUS 4.5M BUS 4.6M	2. Rural & Agricultural Marketing 3. Social Media& Digital Marketing		3	4	30+70	100
BUS 4.4F	FINANCE SPECILIZATION 1. Financial Derivatives	DSE	3	4	30+70	100
BUS 4.5F BUS 4.6F	2. Management of Financial Services 3. Corporate Taxation		3	4	30+70	100
BUS 4.4HR	HRM SPECILIZATION 1. International Human Resource Management	DSE	3	4	30+70	100
BUS 4.5HR BUS 4.6HR	2. Talent Management 3. Compensation Management		3	4	30+70	100
BUS 4.4 BA	BUSINESS ANALYTICS SPECILIZATION 1. Enterprise Resource Planning		3	4	30+70	100
BUS 4.5 BA	2. Business Forecasting & Business Optimization		3	4	30+70	100
BUS 4.6 BA	3. Machine Learning & Data Mining					
	Internship/ Project (58 days)	CC	4	2	50+50	100
	Project Viva-Voce	CC			100	100
	Total		27	32	900	900
Note: 8 Papers (3 Common + 2 Elective+ 3 Common Specialization Papers and Project + Viva – Voce) for 900 marks with 27 Credits						
BUS 4.3 Paper has more depth subject (With SEC)hence 5 credits allotted with both Internal & External marks						

**Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.
In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.**

N.B. Project work/Internship and viva-voce marks will be shown in the IV semester only.

Total Credits:

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MBA I SEMESTER SYLLABUS

BUS 1.1 - MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic concepts in Management
- Explain in detail, all the theoretical concepts taught through the syllabus
- It helps the students to understand the Functions & Responsibilities of Managers
- It enables them to analyze and understand the Environment of the organization
- To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

Unit-I: Introduction: Management Definitions, Significance, Levels, Skills, Role, Functions & Principles of Management . Management as an Art ,Science and Profession, Social responsibilities of business.

Unit-II: Planning : Nature, Importance, Types of Plans, Process of Planning, Forecasting – Techniques of Forecasting. Decision making: Types of Decisions, Decision Making process, MBO – Process.

Organizing: Concept, Importance, Departmentation : Bases of Departmentation, Formal & Informal organizations, Span of control: V.A. Gracina's theory. Delegation & Decentralisation, Line & Staff, Conflicts between line & staff.

Unit-III: Staffing: Importance, functions of HRM, Elements of staffing

Directing: Importance, Elements of Direction. Supervision – Need & Skills of a supervisor.

Motivation: Process, Theories of Motivation Maslow's, MC Gregor, Herzbergs, MC Clelland, Porter & Lawler. Leadership: Leadership styles, Likert's system 4 Management, Managerial Grid theory. Communication – Importance, Process & Barriers

Controlling : Process, Methods of control

Unit-IV: Organisational Behaviour: Nature & Scope, Importance, key elements in Organisational Behaviour, Challenges & Opportunities for OB, Contributing disciplines to OB, OB Model.

Individual Behaviour: Foundations of Individual Behaviour, Perception – Process, factors Influencing perception, Barriers in perception, Personality theories.

Unit- V:Group Dynamics: Types of groups, Group formation, Group Cohesiveness Transactional Analysis & Johari window.

Organisational change: Process, Factors, Resistance to change and overcoming Resistance to change.

Reference Books:

1. Management and organisational Behaviour, P. Subba Rao, Himalaya Publishing House
2. Koontz, H and wihrich. H, Management, 10th Edition MC Graw
3. Management text & cases – VSP Rao, Excel Book
4. Fred Luthans, Organisational Behaviour, Tata MC Graw Hill

5. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
6. Aswathappa.K, Organisational Behaviour, Himalaya Publishing House, New Delhi.

BUS 1.2 -QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions.
- To highlight the benefits as well as the limits of quantitative analysis in a real-world context.
- Apply the concepts of probabilistic distributions in solving problems.
- Recall the knowledge of hypothesis testing for large and small samples.
- Extend the ability to solve linear programming problems by graphical and simplex methods

Unit I: Probability: –Concept of Probability—Meaning and Definition—Approaches to Probability Theorems of Probability—Addition Theorem—Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes Theorem. Theoretical Distribution: Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve

Unit II: Hypothesis Testing:- Introduction, One sample test for testing, Mean and proportion of large and small samples, Two samples tests of difference between Mean for Large sample & Small samples, Hypothesis testing for Variance of populations, Paired sample t- test -Chi-Square test of Independence and Goodness of fitness.

Unit III : Correlation and Regression: Correlation: Concept, Significance and Types; Methods of Simple correlation - Karl Pearson's Coefficient of correlation, Spearman Rank correlation – Regression Concept and significance; Linear Regression, Regression lines, Regression vs. Correlation.

Unit IV . Time Series: Meaning and Significance –Utility, Components of Time Series-Measurement of Trend: Method of Least Squares, Linear trend, Parabolic trend, Method of moving averages ; Semi averages, Decision theory (Decision making under Certainty, Risk & Uncertainty) ; Decision tree

Unit V: Introduction to LPP -Graphical method- Simplex Method, Big M Method, Simulation

Reference Books:

1. Sharma,J.K., Fundamentals of Business Statistics, Pearson.
2. Sancheti,Dc & VK Kapoor, Business Mathematics, SultanChand.
3. Arora,P.N.,S.Arora Comprehensive Statistical Methods, S.Chand.
4. Sharma,J.K.,Quantitative Methods-Theory & Applications, MacMillan.
5. Sharma JK.,Operations Research: Theory & Applications ,McMilan India Ltd.
6. Problems in operations research methods and solutions-Pk Gupta Manmohan, Sultan Chand &Son

7. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, Latest Edition.
8. D.C..Sanchetti and Kapoor, Statistics, Sultan Chand.
9. G.C.Beri, Statistics For Management, Tata McGraw Hill. J.K. Sharma, Business Statistics: Pearson.
10. Research Methodology Methods and Techniques CR.Kothari. New Age International Publishers.

BUS 1.3: BUSINESS ENVIRONMENT & LEGISLATIONS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To understand how the economy is affected by internal and external factors and how this in turn affects the business.
- How consumption affects business and economy
- To study the Economic, Political, Legal and Global environment of business.
- To study the nature and dimensions of evolving Business Environment in India to influence managerial decisions

Unit I: Introduction to Business Environment: Concept Nature and Significance of Business Environment, Types of Business Environment - Internal and External: Changing dimensions of Business Environment: Techniques of Environmental Scanning and Monitoring.

Unit II: Economic Environment of Business: Elements of Economic Environment and their significance for business – Economic Planning in India - Objectives and Achievements, Economic Reforms, NITI Aayog; Government Policies -Industrial Policy of 1991, Fiscal Policy, Foreign Trade Policy.

Unit III: Political and Legal Environment of Business: Elements of political and legal environment and their significance for business, Relationship between business and government: An overview of major laws affecting business - Patents Act 1970, SICA 1985, Consumer Protection Act 1986, FEMA 1999, IT Act 2000, Competition Act 2002, SEZ Act 2005.

Unit IV: Socio-Cultural and Technological Environment: Elements of socio-cultural environment and their impact on business -Social Audit, Technological Environment in India, Technology Transfer, Technology Policy.

Unit V: Global Environment of Business: Multinational Corporations, Foreign collaborations in the Indian business, International economic institutions- WTO,IMF, World Bank and their importance to India.

Reference Books:

- 1) Francis Cherunilam, Business Environment, Himalaya Publishing house Mumbai.
- 2) Aswathappa. K., Essentials Business Environment, Himalaya Publishing House in Delhi.
- 3) Adhikary. M. Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- 4) G. Prasad, Business and Corporate Laws, Jai Bharathi Publishers.
- 5) Ferbando. A. C., Business Environment, Pearson.

- 6) Suresh Bedi, Business Environment, Excel Books, New Delhi.
- 7) Alag, Yoginder. K., Indian Development Planning and Policy, Vikas Publishers, New Delhi.
- 8) Shaleem Shaik, Business Environment, Pearson Education, New Delhi.
- 9) Krishna Rao. P., WTO- Text & Cases, PSG Excel series.
- 10) Justin Paul, Business Environment, Text & Cases, Tata McGraw Hill.
- 11) Chakravarthi. S., Development Planning, Oxford University press, New Delhi.
- 12) R. S. N. Pillai, Bhagavathi, Legal Aspects of Business, S. Chand, New Delhi.
- 13) Government of India, Economic Survey, Various issues.

BUS 1.4: ACCOUNTING FOR MANAGERS

Course Overview: The Accounting for Managers course aims to equip students with a comprehensive understanding of managerial accounting concepts and techniques. It focuses on providing managers with the necessary tools to analyze financial information, make informed business decisions, and effectively communicate financial performance to stakeholders.

Unit 1: Introduction to Managerial Accounting: Nature, scope, and objectives of managerial accounting. Differences between financial accounting and managerial accounting. Role of managerial accounting in the decision-making process.

Unit 2: Cost Concepts and Cost Behaviour, Classification of costs (fixed, variable, semi-variable, etc.). Cost-volume-profit (CVP) analysis and break-even analysis. Relevant costs for decision-making. Costing Methods, Job costing and process costing, Activity-based costing (ABC) and its application.

Unit 3: Budgeting and Performance Evaluation, Preparation and components of master budgets. Variance analysis for performance evaluation. Capital budgeting techniques (Net Present Value, Internal Rate of Return, etc.). Target costing and life cycle costing. Value chain analysis and cost drivers. Strategic pricing and cost leadership.

Unit 4: Decision Making with Relevant Information: Short-term decision making (Make or Buy, Special Order, etc.). Pricing decisions and the use of cost-plus pricing. Limiting factors and decision making under constraints. Analysis of financial statements (Income Statement, Balance Sheet, Cash Flow Statement). Ratio analysis and its significance in assessing financial performance. Interpreting financial statements for managerial decision-making.

Unit 5: Ethics and Sustainability in Managerial Accounting. Ethical considerations in managerial accounting practices. Environmental and social accounting for sustainable business practices.

Recommended Textbooks:

"Management Accounting: Principles and Applications" by Colin Drury.

"Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, et al.

Note: The syllabus provided here is a general outline and may vary based on the specific university's requirements and curriculum. It is recommended to refer to the official syllabus provided by the university for the most accurate and up-to-date information.

BUS 1.5 A: BUSINESS COMMUNICATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- To provide an overview of Prerequisites to Business Communication.
- To provide an outline to effective Organisational Communication.
- To underline the nuances of Business communication and
- To impart the correct practices of the strategies of Effective Business writing.

UNIT-I: Business communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers - Significance of communication to managers.

UNIT- II: Media of Communication: Verbal & non-verbal. Oral communication: Forms – advantages and limitations. Written communication: Forms – advantages and limitations. Non- verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.

UNIT – III: Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.

UNIT – IV: Listening: importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.

UNIT – V: Report writing: Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – House Journals. Negotiation: Meaning and process of negotiation – essential skills of negotiation – art of negotiation – measures to improve negotiation skills among managers.

Reference Books:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

BUS1.5 B: LIFE SKILLS & SOFT SKILLS

Life Skills: Communication skills, Problem-Solving skills, Decision-Making skills, Critical thinking, Creative thinking, Interpersonal Relationship Skills, Coping with Stress & Emotions , Empathy ,Self-awareness, Leadership Skills.

Soft Skills: Communication Skills, Verbal & Non-Verbal Communication, Body language, Acting as a Team player, Time Management abilities, Self-confidence, Resume & Interview skills.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc.

BUS 1.6 A: IT APPLICATIONS FOR MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To provide an understanding of fundamentals of computer and networks
- To provide the basics of the processes associated with developing computer based systems for modern organizations.
- To provide a critical understanding on programming basics using C language
- To provide a strong foundation on documentation, presentation, spreadsheets using MS Office.
- To provide basic fundamentals of cyber security issues

Unit- I: Introduction to Computers: Evolution & Generations of Computers-Elements of computer- Characteristics of a computer-Classification of Computers-Basic Computer Architecture-Input Output devices- Storage devices-Hardware and software-Networks.-Types of Networks LAN WAN MAN ,Network topologies

Unit-II: MS Word- Creation of Document-format document-Text Editing and saving-Organising information with tables and outlines-Mail merge-Index Printing

MS PowerPoint Features of PowerPoint-Creation of slides- Use of templates and slide designs, Slide master, Animation Timings, Action buttons, Rehearse Narration, Slideshow

Unit- III: MS Excel: Creating and Editing Worksheets-Cell formatting-Creating and using formulas and functions- Use of Macros-Sorting and Filtering data-Working with Graphs and Charts Tables & Pivot Table

Unit-IV: Introduction to the C Language:, Data Types, Variables, Constants, Input/Output, Operators(Arithmetic, relational, logical, bitwise).Selection Statements(making decisions) if and switch statements, Loops-while, for, do-while statements, Functions: Functions basics, user-defined functions, recursive functions, Arrays: Basic concepts, one-dimensional arrays, two-dimensional arrays multidimensional arrays.

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

Reference Books:

1. Introduction to computers Peter Norton-Sixth Edition-Tata MC Graw Hill ,2009
2. Introduction to Information Technology. Rajaraman- Prentice Hall India,2008
3. Cox et al – 2007 Microsoft Office System step-by-step, first edition,PHI,2007
4. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, first edition, prentice hall India, 2007.
5. Fundamentals of information Technology Alexis Leon Mathews Leon,Vikas Publishing House
6. Computer Applications in Management Ritendra Goel, DN Kakkar New age International publishers
7. Programming Using the C Language : Hutchison, Robert C Mac Graw Hill

BUS 1.6 B: MS EXCEL LAB

- Functions in Spreadsheet Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard ,handling formulae
- Using macros
- Creating Tables Pivot-table
- Charts and Graphs-Creating Previewing and Modifying Charts
- C programs on Loop (for, while, do while), Conditions (ifIf else)- Functions ,Arrays

BUS 1.7: MANAGERIAL ECONOMICS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To apply micro economic concepts and techniques in evaluating business decisions taken by firms.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Unit -I: Introduction :Definition, Nature, Scope, Significance of Managerial Economics - Profit maximization Vs Wealth maximization, Sales revenue maximization - Fundamental concepts – Opportunity cost - Incremental cost - Marginal cost - Time perspective - Discounting principle – Equimarginal principle - Role and Responsibilities of Managerial Economist in decision making.

Unit–II: Consumer Equilibrium under Ordinal and Cardinal Utility Theories : Indifference Curve Analysis - Income Substitution and Price Effects - Demand Analysis - Law of Demand - Demand Function and determinants of Market Demand - Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision- Making Methods of Demand Forecasting.

Unit - III: Concept of Production Function: Total Product, Marginal and Average Product Curves, their derivation and interrelationships - The law of Diminishing Marginal Returns in Production - Firm;Equilibrium Isoquant and Isocost analysis concept of least-Cost Combination of inputs –The law of returns to scale - Cobb-Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and Proportion, Cost functions - Derivation of total, marginal and average cost functions – Long run cost Curves - Managerial uses of Cost Concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

Unit -IV: Market Structures and Their Characteristics: Pricing and output decisions of firm under different market structures - Perfect Competitions pure monopoly, Oligopoly, Monopolistic/imperfect competition under short and long runs discriminating monopoly and its extensions in managerial decision making, Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity

under Oligopoly -Non-Price Competition under Monopolistic Competition Selling Costs and Products Differentiation - Evaluation of Market Structures from Social Perspective

Unit -V: Pricing Practices of Firms : Objectives of Pricing Policy-Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price- Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

Reference Books:

1. William Baumol, " Economic theory and Operations Analysis & quot;, PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, Managerial Economics - Tools for Today's Decision Makers & quot;, Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, & quot; Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics",, Excel Books.
- 8.. Ahuja, H.L., Managerial Economics, S.Chand.

BUS 1.8: E- COMMERCE

Course Outcomes:

On successful completion of the course the learner will be able to:

- To Describe e-Business framework.
- To explain electronic system for payment.
- To Describe the use of e-Business advertising and marketing.
- To Understand business documents and digital library.
- To Understand the usage of social media systems for e-Business.

Unit- I: Introduction to E-Commerce: A Brief History, E-Commerce Web Site: A systematic Approach, The e-Commerce security environment, Security threats in the e-Commerce environment, Technology solution, Management policies, Business procedures, and public laws.

Unit-II: E-Business business models and concepts, The internet and World Wide Web: E Business infrastructure E-Business Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-Business areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure,

Unit-III: Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Unit-IV: E-Business marketing concepts, Online retailing and services Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, E-Business marketing and business strategies, The Retail sector, Analyzing the viability of online firms,

E-Business in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services

Unit-V : Social networks, auctions, and portals Social networks and online communities, Online auctions, E-Business portals

Reference Books

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. PT. Joseph, E-Commerce: an Indian perspective, PHI
3. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Ellizabeth Chang, John Wiley.
4. RaviKalakota, Andrew B. Whinston, "Electronic Commerce -A Manager's guide", Addison-Wesley.
5. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Business–A ManagerialPerspective", Addison-Wesley.
6. Elias M Award, "Electronic Business from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education

BUS 1.9: TECHNOLOGY MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Provide an overview of various issues connected with Management of Technology in organizations.
- Provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption.
- It also provides an appreciation of linkages of technology with policy and support systems.

Unit – I: Introduction: Definitions, Role and importance , Technology developments, implications of Technology Management, Technology change, Technology Life Cycle, Diffusion and Growth of Technologies, Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

Unit– II: Technology Development and Acquisition: Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

Unit– III: Technology Transfer : Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

Unit – IV: Technology Absorption and Diffusion : Technology - package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption. Technology Assessment (TA) Organization and Management of

Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

Unit – V: Technology Environment: Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems: Financing - Venture Capital, Technology up-gradation, Technology Information Systems (TIS) , Technology Strategy for a firm, Technology Gaps and needs, Evaluation of Technology option and Routes, R&D Resource Management.

Reference Books:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

MBA Course Structure and Syllabus as per CBCS Guidelines SEMESTER –II

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	Total
BUS2.1	Business Law	CC	3	4	30+70	100
BUS2.2	Financial Management	CC	3	4	30+70	100
BUS2.3	Marketing Management	CC	3	4	30+70	100
BUS2.4	Production & Operations Management	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS2.5 A	Human Resources Management	CC	3	4	70 SEE	70
BUS2.5 B	Mentoring & Coaching Skills	SEC	2	2	30 IE	30
BUS2.6 A	Research Methodology	CC	3	4	70SEE	70
BUS2.6 B	Minor Research Project using Statistical Packages	AEC	2	2	30 IE	30
	ELECTIVE FOUNDATION OPT-1					
BUS 2.7	Entrepreneurship Development and Start Up Management	GE	3	4	30+70	100
BUS 2.8	Business Intelligence					
BUS 2.9	Cyber Security					
	MOOCs					
	Total Credits		25	32	700	700
Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits BUS 2.5 and 2.6 Papers have more depth subjects (With SEC & AEC) hence 5 Credits allotted with both Internal & External marks.						

II SEMESTER

BUS 2.1 :BUSINESS LAW

COURSE LEARNING OUTCOMES (CLOs) :

On successful completion of the course the learner will be able to:

1. Provide knowledge of general business law issues to the students
2. It aims at providing a rich source of contemporary knowledge, basic concepts, emerging ideas & techniques in the field of law
3. To Identify the fundamental legal principles behind contractual agreements
4. To understand the legal and fiscal structure of different forms of business organizations.

Unit-I: Indian Contract Act – 1872: Law of Contract, Essentials of Valid Contract, Classification of contracts, Offer & Acceptance, Consideration, Capacity to contract, Free consent, Breach of contracts and its Remedies.

Unit -II: Negotiable Instruments Act – 1881: Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments , Dishonour & Discharge of a Negotiable Instrument.

Unit- III: Special Contracts –Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

Unit-IV: Sale of Goods Act – 1930, Essentials of Sale Contract, Conditions & Warranties, Transfer of Property , Rights of an unpaid seller

Unit-V: Companies Act, 2013: Definition of company – Characteristics - Classification of Companies Formation of Company -Memorandum and Articles of Association – Prospectus – Company Meetings & Resolutions, Winding up.

Reference Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
3. AkhileshwarPathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
4. S.S Gulshan, Business laws, 2010, Excel Books.
5. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
8. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.

BUS 2.2:FINANCIAL MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

1. To Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
 3. Improving students' understanding of the time value of money concept and the role of a finance manager in the current competitive business scenario.
4. Enhancing student's ability in short-term dealing with day-to-day working capital decision and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
5. To know different short term and long term finance markets

Unit- I: FINANCIAL MANAGEMENT: - Financial Management and the goals of the firm – Organization of finance function –Time Value of Money-Agency conflict

Unit-II: INVESTMENT DECISIONS: Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

Unit-III: FINANCE DECISIONS: Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

CAPITAL STRUCTURE: Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

COST OF CAPITAL: Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

Unit-IV: DIVIDEND DECISIONS:– Dividend Theories – Traditional position – Walter's Model – Gordon's Model – M-M Hypothesis.

Unit-V: WORKING CAPITAL MANAGEMENT: Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

Reference Books:

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonthan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
4. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon,Ezra and Pringle,John.J."An Introduction to Financial Management ", Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna "Financial Management", Tata McGraw Hill Pub.Co.Ltd, New Delhi.
9. Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
10. Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New Delhi.
11. Srivatsava R.M. "Essentials of Business Financial", Himalaya Publishing House,
12. Alice C Lee, J C Lee, C F Lee "Financial Analysis, Planning and Forecasting", Cambridge University

BUS 2.3 :MARKETING MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

1. Understand the concepts of Marketing Management
2. To learn about Marketing process for different types of products and services
3. To understand the tools used by Marketing managers in decision situations
4. To understand the Marketing Environment and to analyse and examine the implementation of Marketing concepts and strategy to firms.

Unit -I: Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit -II: Marketing Information System and Marketing Research: Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit -III: Development of Marketing Offerings Strategy: New Product Development–Product line and Decisions–Product-mix–Product Differentiation –Product Life Cycle Management - Brand Management - Packaging.

Unit- IV: Pricing Strategies and Programs: Setting the Price – Adapting the Price –Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit -V: Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion –Events and Public Relations and Competitive Marketing Strategies- Emerging Trends in Marketing: Network Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing- etc.

Reference Books:

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage India.
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.
9. Ramanuj Majumdar , Consumer Behaviour insights from Indian Market, PHI, 2010

BUS 2.4: PRODUCTION AND OPERATIONS MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

1. Provide students with a foundational understanding of Operations Management
2. Educate students about the obligations and duties of various organisational environments for operations managers
3. To increase students self-assurance in handling production and operational tasks in the industrial and service sectors
4. To define an operations system's boundaries, and know how it connects to other functional sections of the company and its surrounding surroundings.

Unit-1: Introduction to Operations Management: Nature, Importance, Scope and Functions of Operations and Operations Management - Evolution of Operations Management - Types of Production/Operations Systems. Design of production processes Allocating resources to strategic alternatives. (Numerical types of LPP)

Unit-II: Capacity, Location and Layout planning: Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions - Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning-ERP

Unit- 3: Supply Chain, Purchase and Stores Management: Supply Chain Management – Framework, principles, electronic supply chain management. Materials Requirement Planning – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures

Unit- 4: Inventory Management and Work study: Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

Unit -5: Quality, Maintenance and Project Management: Quality Management – Concepts-TQM, Six sigma, ISO-9000 Standards, quality circles, cost of quality, acceptance sampling, Statistical Quality Control charts – $\bar{X}$ and Range , c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, machine replacement problems, Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager- PERT-CPM.

Reference Books:

1. Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
2. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015 29 MBA syllabus 2020
4. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management , Himalaya Publishing House, 2014
6. Chunnawals, Production & Operation Management Himalaya, Mumbai
7. Upendra Kachru: Operation Management, Excel Publications.
8. Chary , S.N. Production and Operation Management, New Delhi, Tata McGraw Hill
9. Kanishka Bedi, Production & Operation Management, University Press.

BUS 2.5 A: HUMAN RESOURCE MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs):

- On successful completion of the course the learner will be able to:
- 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.
- Transform Human beings into Human Resources
- Build Global Level HR Managers & Create Agile Workforce
- Innovate Winning Organizations

Unit-I: Human Resource Management: Nature and Significance, Functions of HRM, Qualities and Role of HR Manager, HRM Models, HRM in a Changing Environment, Emerging HR Trends. International HRM, Global HRM, Strategic HRM, HR Analytics . HR Score Card. Job Analysis – Objectives and Methods of job analysis.

Unit-II: Human Resource Planning: Objectives, Process, Factors affecting HR Planning, Recruitment – Purpose, Process, Factors influencing Recruitment, Sources of Recruitment. Selection Process,; Testing & Interviews, Placement, Induction and Socialization.

Unit-III: Employee Training: Significance, Types, Process of Training, On the job & Off the job methods of Training, Management Development Programmes: Methods of MDP/EDP, Performance Appraisal – Objectives, Process, Methods; Traditional & Modern, Problems of Performance Appraisal. Potential Appraisal.

Unit-IV: Job Evaluation: Significance, Process, Methods and Problems: Career Planning: Concept, Career Stages, Process. Career Development: Individual Career Development & Organisational Career Development. Succession Planning.

Unit-V: Employee Grievances and Discipline: Grievance – Need, Causes, Model Grievance Procedure. Discipline: Causes of Indiscipline, Approaches, Red Hot Stove Rule, Disciplinary Procedure according to Standing orders. Quality of Work Life(QWL):Meaning, Conditions, Strategies for improvement of QWL.

Reference Books:

1. Aswathappa K., Human Resource and Personnel Management, 2nd Edition, Tata MC Graw Hill, New Delhi, 2001.
2. De Cenzo, & Stephen P. Robbins, Personnel/Human Resource Management, Pearson Publications,
3. Edwin B.Flipppo, Personnel Management, MCGraw-Hill.
4. Dessler, Human Resource Management 10th Edition Pearson Education
5. P. Subba Rao, Human Resource Management, and Industrial Relations Himalaya Publishing House, New Delhi.
6. VS.P. Rao, Human Resource Management, Excel Books, New Delhi.

BUS 2.5 B: MENTORING & COACHING SKILLS

Effective Coaching and Mentoring Skills: Active listening, Empathy and understanding, Questioning., Communication, Giving feedback., Goal-setting, Checking in, Enthusiasm.

Mentoring Skills: The 5 C's of Mentoring : Challenges, Choices, Consequences, Creative solutions and Conclusions.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc. or Assignments related to the skills can be undertaken.

BUS 2.6 A: RESEARCH METHODOLOGY

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the Business/Research problem.
- Develop an understanding on various kinds of Research, Objectives of doing research, Research process, Research designs and Sampling.
- To provide basic knowledge on qualitative research techniques
To provide adequate knowledge on Measurement & Scaling techniques as well as quantitative data analysis.
- To familiarize students with Statistical packages such as SPSS.

Unit-I: Foundations of Research: Meaning, types of research, Research Process. Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

Unit-II: Variable Types: Independent & Dependent variables Exogenous & Endogenous Variables, Qualitative and Quantitative Research: Qualitative research- Quantitative research-Concept of measurement, Validity and Reliability. Levels of measurement, Nominal, Ordinal, Interval, Ratio.

Unit-III: Sampling: Characteristics of a good sample, Types of sampling- Probability Sampling Types, Non-Probability Sampling Types, Determining size of the sample, Primary and Secondary Sources– Methods of Data Collection– Primary data collection techniques & Secondary data Collection, Questionnaire Design

Unit –IV: Multivariate Data analysis: ANOVA one way /two way, Multiple Correlation & Multiple Regression, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques.

Unit-V: Automated Data Analysis Using SPSS: Data Preparation- Univariate analysis (frequency tables, bar charts, piecharts, percentages, Bivariate analysis- Cross tabulations and Chi-square test including testing hypothesis of association. Performing T several t -Tests, ANOVA , Correlation , Regression in SPSS

Reference Books:

1. CT Kothari & Gaurav Garg, Research Methodology, New Age International Publishers, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R. Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010
5. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”.
6. Richard A. Johnson & Dean W. Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.

BUS 2.6 B: MINOR RESEARCH PROJECT USING STATISTICAL PACKAGES

Students are required to undertake a Minor Research project on any topic in any functional area (HR/Marketing/Finance) during the second semester. It should be monitored by the faculty teaching RM. They are required to collect either primary/secondary data and do the analysis by using any of the statistical packages such as SPSS/Minitab/Jamovi. They are required to submit a 10-15 pages printed report by the semester end to the concerned faculty who in turn should evaluate the report and award marks. The project has to be done individually.

BUS 2.7: ENTREPRENEURSHIP DEVELOPMENT & START UP MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

On successful completion of the course the learner will be able to:

- i. Recognize and understand the concept of How to Build a Startup Management Team
- ii. Entrepreneurs acquire resources and persuade others to invest in their novel venture.
- iii. Identify the various environmental factors, external to the individual,
- iv. Outline how entrepreneurship connects to innovation in small firms and new ventures.

Unit I: Introduction: Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

Unit II: Idea Generation and Opportunity Assessment: Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

Unit III: Project preparation and Financing Ventures: Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

Unit IV: Institutions Supporting Small Business Enterprises: Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

Unit V: Start Up Management: What Is A Startup: Definition, Characteristics And Their Types- How to Build a Startup Management Team- Startup Management Team Roles- Complete Your Team with Expert Software Developers

Recommended Books:

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.

BUS 2.8: BUSINESS INTELLIGENCE

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

- i. To understand how business intelligence improves in six key areas
- ii. To develop understanding about the BI implementation process
- iii. To understand the Top 25 Business Intelligence Tools,
- iv. To understand the additional Business Intelligence Software platforms

Unit-I: Business Intelligence (BI) - What is business intelligence?How business intelligence works-Why companies benefit from using business intelligence tools- how business intelligence improves in six key areas: Customer experience, Sales and marketing, Operations, Finance, Inventory control, Security and compliance

Unit-II: BI uses some terms like: Big Data - Data Warehouse - Data Mining- BI implementation process - Impact of Business Intelligence - Challenges with BI Implementation

Unit-III: Business Intelligence tools (BI Tools)- uses of BI Tools -BI and its significant effects - BI tools to implement it effectively.-Top 25 Business Intelligence Tools

Unit –IV: Enterprise Business Intelligence Platforms- Oracle NetSuite-Integrate.io-Zoho Analytics- HubSpot- Query.me -SAS – Birst- WebFOCUS- usinessObject- IBM Cognos – MicroStrategy- Pentaho Database Integrated Products- Microsoft BI and Power BI- Oracle BI (OBIEE+ and Endeca) - SAP BW + HANA - Oracle Hyperion

Unit- V: Data Discovery And Visualization Platforms - Qlik and QlikSense - Tableau - Board - Sisense - Adaptive Discovery;

Niche And Innovative Platforms:-Yellowfin BI - Style Intelligence - Bizzscore - Jaspersoft.;
Additional Business Intelligence Software platforms: Looker - Targit BI - MITS Distributors Analytics – Domo - Artus:

Recommended Reading

- i. Best Software Testing Tools 2023 [QA Test Automation Tools]
- ii. 10+ Best Data Governance Tools To Fulfill Your Data Needs In 2023
- iii. Top 14 BEST Test Data Management Tools In 2023
- iv. Top 10 Data Science Tools in 2023 to Eliminate Programming
- v. 10 Best Data Masking Tools and Software In 2023
- vi. The 4 Steps to Business Intelligence (BI) Testing: How to Test Business Data
- vii. Top 10 Best Test Data Generation Tools in 2023
- viii. 10+ Best Data Collection Tools With Data Gathering Strategies

BUS 2.9: CYBER SECURITY

COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

- v. To understand the basic terminologies related to cyber security and current cyber security threat landscape.
- vi. To develop understanding about the type and nature of cyber crimes
- vii. To understand the legal
- viii. framework that exist in India for cyber crimes and penalties and punishments for such crimes,
- ix. To understand the aspects related to personal data privacy and security.
- x. To get insights into riskbased assessment, requirement of security controls and need for cyber security audit and compliance.

Unit-I: Overview of Cyber security Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyberwarfare, Case Studies.

Unit-II: Cyber crimes Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news cyber crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

Unit-III: Cyber Law Cyber crime and legal landscape around the world, IT Act,2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

Unit IV: Data Privacy and Data Security Defining data, meta-data, big data, nonpersonal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

Unit V: Cyber security Management - Compliance and Governance Cyber security Plan- cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.

Practical 1. Setting privacy settings on social media platforms. 2. Do's and Don'ts for posting content on Social media platforms. 3. Registering complaints on a Social media platform.

Practical 2. Prepare password policy for computer and mobile device. 2. List out security controls for computer and implement technical security controls in the personal computer. 3. List out security controls for mobile phone and implement technical security controls in the personal mobile phone. 4. Log into computer system as an administrator and check the security policies in the system.

Practical 3. Platforms for reporting cyber crimes. 2. Checklist for reporting cyber crimes online.

REFERENCES

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.
2. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.
4. Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.
5. Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.
6. Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning. Practical Work.

BUS 1.1

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

**MANAGEMENT PROCESS AND ORGANSATIONAL
BEHAVIOUR**

TIME: 3 Hrs.

Maximum: 70 Marks

SECTION - A (5 x 3=15 M)

Answer any FIVE of the following

1. Formal organisation & Informal groups
2. Control techniques
3. Organisational commitment
4. Job satisfaction
5. Steps in the decision-making process.
6. MBO
7. Managerial Grid Theory
8. Communication

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What is management? Explain the importance and levels of Management

Or

- (b) Explain whether the management is Science, Art or Profession with examples?
10 a) What is decision making? Explain different types of decisions with examples?
Or
(b) What is planning and explain the process of planning.
11(a) What is the difference between formal and informal organizations?
Or
(b) Explain the V.A. Gracuna's Theory
12(a) What is motivation? Enumerate MC Clelland theory of Motivation.
Or
(b) What is communication? Explain the importance of communication in business organizations.
13(a) Explain the meaning of personality. What are the determinants of personality?
Or
(b) Define leadership. Explain the styles of leadership.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make “unique”/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: “Madam, Giri sir, scares the hell out of us by re~using to listen to our point to view”. Raj an executive at R.P. Communications had

revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri’s behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri “You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before”. Nicky decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm~ to diagnose their own behaviour patterns as well on how to manage the stress that could cause various levels of conflicts for the individual as well as the

organisation.

Questions for Discussion

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why? Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?

BUS 1.2

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

QUANTATIVE TECHNIQUES FOR MANAGEMENT

TIME: 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Define Quantitative Techniques
2. Enlist the names of various operation research techniques.
3. What do you mean by Break Even Analysis.
4. Define function
5. What do you mean by differentiation?
6. State the normal equations used to obtain the regression equation of X on Y.
7. Give properties of Coefficient of Correlation 'r'.
8. Define Index Number.

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) Explain the following functions:

- i) Demand function ii) Production function

Or

- (b) Illustrate the various Quantitative Techniques used in modern times for business decision making. Support your answer using appropriate examples.

- 10(a) The demand function for a certain product is given by $q = 120 - 3p$ where q denotes the quantity demanded for the product and p the price per unit of the product. The per unit production cost is Rs. 2. Determine the profit function of the company for this product?

Or

- (b) Define Matrix. Explain the different types of matrices with examples.

- 11(a) Define business forecasting. Explain the various methods used in business forecasting.

Or

- (b) From the following data calculate coefficient of correlation between X and Y series:

X	7	8	10	11	9	5	6	2	3	6
Y	10	12	8	2	4	3	5	2	4	7

- 12(a) What do you understand by Time Series Analysis? Briefly explain the components of time series.

Or

- (b) Define Index Number. Also explain the uses of index

numbers for the management, industry and the economy as a whole.

- 13(a) Define Normal distribution. Explain the characteristics of Normal Distribution

Or

- (b) In a certain manufacturing process, 5% of the tools produced turn out to be defective. Find the probability that in sample of 40 tools, at most 2 will be defective. [Given $e^2=0.135$]

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

A self service store employs one cashier at its counter. Nine customers arrive on an average every hour while the cashier can serve 10 customers in an hour. Assuming Poisson distribution for arrival rate & exponential distribution for service rate, find: i) Average number of customers in the system. ii) Average number of customers in queue or average queue length. iii) Average time a customer spends in the system. iv) Average time a customer waits before being served.

BUS 1.3

M.BA DEGREE EXAMINATIONS

FIRST SEMESTER

BUSINESS ENVIRONMENT AND LEGISLATION

TIME: 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Define culture? How does it influence business environment?
2. Give a brief note on Technology part
3. What are the objectives of economic planning
4. Give a brief note on MRTP ACT
5. Explain the function of stock exchange
6. State in brief the objective of industrial policy resolutions. 1956
7. What is the instrument on monetary policy?
8. What is CSR?

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

9. (a) Define Business environment .how does Business environment analysis help in planning of business organizations?

Or

- (b) Explain the emerge trends in Business environment?
10.(a) Give a brief note on new industrial policy, 1991

Or

- (b) Describe the economic environment as it prevails today in our country?

- 11.(a) Define FISCAL Policy and analyze criticality the recent Fiscal policy of Government of India?

Or

- (b) Explain the legal environment in India

- 12.(a) Give of brief note on Competitive Act 2002

Or

- (b) Appreciate the need for ethics and assess whether or not Our business men are Ethical

- 13.(a) Explain culture environment and it impact on Business?

Or

- (b) Discuss about the international economic institution

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

Tech Solutions Inc is a rapidly growing tech company known

for its innovative software solutions. The company has a strong emphasis on performance and has a competitive work culture. Recently, the company has been facing increased pressure to meet its quarterly revenue targets. In a board meeting, the CEO, Sarah Johnson, presented a proposal that raised significant ethical concerns Sarah Johnson proposed a new strategy to boost revenue for the upcoming quarter. She suggested that the company should release a software update that contains several minor but easily fixable bugs. These bugs, although not critical, could lead to user frustration and inconvenience. However, Sarah argued that the company could save time and resources by not fixing these bugs immediately, allowing them to focus on developing new features and meeting their revenue targets She emphasized that competitors were taking similar shortcuts to boost their numbers. The head of the development team, Alex Martinez, immediately voiced concerns about this strategy, editing ethic issues and potential damage to the company's reputation Sarah responded by saying that the bugs were minor and that they would address them in a future update but the immediate priority was to meet their financial targets

Question:

1. How might releasing software with known bugs affect Tech Sanitation and customer that?

2. As a member of the development team, what ethical responsibilities does Alex Martinez have in this situational?
3. If you were in Alex Martinez position, how would you approach this ethical dilemma and what steps would you take to address it?

BUS 1.4

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

ACCOUNTING FOR MANAGERS

TIME: 3 Hrs.

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Managerial Accounting

2. Process of decision making

3. CVP analysis

4. Semi variable cost

5. Rolling budgets

6. Target costing

7. Cash flow statement

8. Current ratio

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9.(a) Explain the nature and scope of managerial accounting.
How does it differ from financial accounting?

Or

- (b) Discuss the role of managerial accounting in the Decision-making process within an organization. Provide examples.

- 10.(a) Explain the concept of cost behavior and the classification of costs into fixed, variable, and semi-variable categories.

Or

- (b) Describe the principles and applications of Cost-Volume-Profit (CVP) analysis and break-even analysis.

11. a) How does variance analysis contribute to performance valuation within an organization, and what are the key benefits of using variance analysis to assess performance?

Or

- (b) Compare and contrast the capital budgeting techniques, specifically Net Present Value (NPV) and Internal Rate of Return (IRR).

- 12.(a) Discuss the concept of short-term decision making, particularly focusing on "Make or Buy" and "Special Order" decisions. Provide a real-world example for each scenario, and explain the key factors and considerations that managers should take into account when making such decisions.

Or

- (b) In the context of limiting factors and decision making under constraints, discuss how a company can optimize its product mix when faced with limited resources.

- 13.(a) Discuss the ethical considerations in managerial accounting practices. How ethical decision-making can impact an organization's long-term success?

Or

- (b) Explain the concept of environmental and social accounting for sustainable business practices. How does sustainable accounting contribute to reputations?

SECTION C - (1 x 15 = 15 marks)

Compulsory

Case Study:

The XYZ Corporation's Sustainability Dilemma
Background: The XYZ Corporation is a multinational manufacturing company known for its innovative products. Recently, the company has come under scrutiny for its environmental practices, with environmental activists and stakeholders expressing concerns about its impact on the environment and local communities. The corporation's management is now faced with ethical and sustainability challenges.

Case Scenario:

Part 1: Ethical Considerations in Managerial Accounting:

Situation:

The XYZ Corporation has been facing increased pressure from its shareholders to improve profitability, and the

management is considering implementing cost-cutting measures. One of the proposed measures is to reduce spending on environmental compliance measures, which could result in potential environmental violations.

Questions:

1. Analyze the ethical dilemma faced by the XYZ Corporation. What are the ethical considerations for the management when deciding whether to reduce spending on environmental compliance? How might this decision impact the company's stakeholders, reputation, and long-term sustainability?
2. Discuss how the management can address the ethical concerns while still meeting profitability goals. What ethical principles and frameworks should they consider in making this decision?

BUS 1.5 A

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

BUSINESS COMMUNICATION

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Media of communication
2. Silence
3. Intra personal communication
4. Interpersonal communication
5. Meaning of Communication
6. Audio visual communication
7. Improving G.D. Skills
8. Drafting Report.

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9.(a) How to develop listening skills?
(b) How to improve non-verbal communication skills?
- Or

- 10.(a) Explain the process of intra-personal communication

Or

- (b) Write a note on interpersonal communication tools?

- 11.(a) Explain the use of technology in business communication

Or

- (b) How to improve writing skills?

- 12.(a) Explain the types and stages of presentation.

Or

- (b) What are the types of research reports

- 13.(a) Explain the role of emotion in interpersonal communication?

Or

- (b) Barriers to communication ----- comment..

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an

amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make “unique”/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: “Madam, Giri sir, scares the hell out of us by re~using to listen to our point to view”. Raj an executive at R.P. Communications had revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky

found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri’s behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri “You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before”. Nicky decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm~ to diagnose their own behaviour patterns as well on how to manage the stress that could cause various levels of conflicts for the individual as well as the organisation.

Questions for Discussion

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri’s behaviour? Why?
Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?

BUS 1.6 A

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

IT APPLICATIONS FOR MANAGEMENT

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. What are the features of modern computer?
2. Define Operating System
3. Define page break and process to add it.
4. Write formula to add values in range of cells in excel sheet.
5. What is the role of queries in database?
6. Write command to display all the files of a folder in windows command prompt.
7. What are the steps to add page numbers in a word file?
8. Discuss working of key board

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

9. (a) Classify the computer generations. Discuss their features.

Or

- (b) What are the various input/ output devices? Explain
10. (a) Explain working of windows and multitasking environment.
Write the list and features of different windows operating systems marketed by Microsoft Inc. Define process manager.

Or

- (b) What are the different components of Microsoft Office?
Explain major features of all of them.
11. (a) Explain need of mail merge. Discuss process to apply mail merge in MS word documents. What are the various options to add headers and footers in MS Word?

Or

- (b) How can you create your own design template in MS Power point? Discuss Auto content wizard.
12. (a) Discuss the need and process to use Macros in MS Excel.
Elaborate

Or

- (b) Define Database. What are the various data types available

in MS Access? Write example queries to create table in MS Access.

13. (a) How the field of education, science and business is affected by the capabilities of computer?

Or

- (b) Explain the overview and features of Window XP.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

Mega Ltd manufactured water heaters. In the first year of its operations, the revenue earned by the company was just sufficient to meet its costs. To increase the revenue, the company analysed the reasons behind the less revenues. After analysis, the company decided: ● To reduce the labour costs by shifting the manufacturing unit to a backward area where labour was available at a very low rate ● To start manufacturing solar water-heaters and reduce the production of electric water heaters slowly. This will not only help in covering the risks but also help in meeting other objectives.

- a) Identify and explain the objectives of management discussed above. b) State any two values which the company wanted to communicate to society.

BUS 1.7

M.BA DEGREE EXAMINATIONS

FIRST SEMESTER

MANAGERIAL ECONOMICS

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Differentiate between Micro economics and Macroeconomics.
2. What is price elasticity of demand? How it can be measured?
3. What is opportunity cost?
4. Define indifference curve.
5. Explain the phases of Recession and Depression in a trade cycle.
6. Define Hyperinflation?
7. What are the various instruments of monetary policy?
8. What are selling costs?

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

9. (a) What is Managerial Economics? Discuss its scope.

(b) What is the role of managerial economics in decision making?
Or
10. (a) Discuss the cost output relationship in long run .

(b) Explain the relationship between Total Revenue, Average Revenue and Marginal revenue.
Or
11. (a) Explain various pricing methods.
(b) What are the various measures to control inflation?
12. (a) Explain different pricing.
Or
(b) Explain the Break-even method
13. (a) Explain equilibrium of a firm under monopoly.
Or
(b) What are the motives for holding cash?

SECTION C - (1 x15 = 15 marks)

Compulsory

14.

Case Study:

The Wii is a video game console made by Nintendo. It seems that this is the one of the most successful consoles made by Nintendo to date, and it is the successor to the Gamecube. The Wii is Nintendo's fifth home video game console. The Wii is a very interesting console, having WiFi online capabilities, wireless controllers, and blue-tooth. The Wii is different than other video game consoles launched by Nintendo in the past due to many reasons, but the main one is the controller. The controller has revolutionized gaming. The controller uses a miniature eyroscope inside of it to detect its orientation, and a sensor bar attached to the Wii console to detect where it is in 3D space. The controller can be used much like a mouse, as things on the screen can be manipulated simply by pointing and pressing a button, but instead of moving the controller on a flat surface, a person can simply point the controller at the TV much like a TV remote. By this merit, the controller has become simple, and it gives game developers something new to toy with. Nintendo packaged a game with the system called Wii Sports, which features 5 different minigames: baseball, boxing, bowling, tennis, and golf, each having the player using the controller as if they

were playing the actual game. For example, you would swing the remote as if it was a tennis racket in tennis. On September 14, 2006, Nintendo released information for Japan, North and South America, Australia, Asia and Europe, including dates, prices, and projected unit distribution numbers. It was announced that the majority of the 2006 shipments would be allotted to the Americas. The media hype began immediately. The Wii was launched in the United States at \$249.99 on November 19, 2006, two days after the PS3 was released in North America. It was later launched in the United Kingdom on December 8, 2006 at £179. The Wii was launched in South Korea on April 26, 2008 and in Taiwan on July 12, 2008. The UK suffered a widespread shortage of console units as many high-street and online stores were unable to fulfil all pre-orders by Christmas 2006. Some UK stores still had a shortage of consoles by March of the next year. The market lead is largest in the Japanese market, where it currently leads in total sales, having outsold Playstation 3 and Xbox 360 by factors of 2:1 to 6:1 nearly every week from launch until November 2007. In 2008, the Wii was the best-selling home console in Japan with 2,908,342 units sold. In Australia, the Wii exceeded the record set by the Xbox 360 to become the fastest-selling game console in Australian history. In the North American market lifetime-to-date sales for the Wii have reached 30

million in the North American market alone since the console's launch in November 2006. Demand still outpaced supply in the United States as of June 2007. In October 2008, Nintendo announced that between October and December 2008 the Wii would have its North American supplies increased considerably from 2007's levels, while producing 2.4 million Wii units a month worldwide, compared to 1.6 million per month in 2007. Unfortunately for consumers, it took until March 2009 (and 48 million units) to make Wii available to those who want to walk into a retail store and pick one up. While Microsoft and Sony have experienced losses producing their consoles in the hopes of making a long-term profit on software sales, Nintendo reportedly has optimized production costs to obtain a significant profit margin with each Wii unit sold. Nintendo reported on May 7, 2009 increases in operating profits for its fiscal year (April, 2008 - March 31, 2009), and a rise in sales setting record earnings compared to the previous year. On September 23, 2009, Nintendo announced its first price drops for the console. In Japan, the price dropped from ¥25,000 to ¥20,000, effective October 1, 2009. In the United States, the price was reduced (eurozone nations), the price of a Wii console dropped to ~\$199 from ~\$249. Nintendo sold more than three million Wii consoles in the U.S. in December 2009, setting a regional record to \$199, effective September 27, 2009. In

Europe (excepting nonrecord for the month and ending 9 months of declining sales, as a result of the price cut and software releases such as New Super Mario Bros. Wi. As of the end of that month, the Wii was the best-selling home video game console produced by Nintendo with sales of over 67 million units, surpassing that of the original Nintendo Entertainment System. As of June 30, 2011, Nintendo has sold 87.57 million Wii consoles.

Questions: .

1. Would the demand for the Wii console be relatively inelastic or relatively elastic? State why?
2. Would the supply for the Wii console be relatively inelastic or relatively elastic? State why?
3. Draw the demand and supply curves as you have described them.
4. Can you suggest a reason why Nintendo dropped the price of the Wii Console in late 2009? How would you expect this to affect revenues?

BUS 1.8

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

E-COMMERCE

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Brick and mortar model
2. E-commerce
3. E-distributor
4. Why is Bitcoin so controversial?
5. Components of CRM in E-commerce business.
6. SCM in E-commerce business
7. E-supply chain business model.
8. Online career services

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9.(a) What is e-commerce? Discuss B2B2C and C2B2C model giving proper examples.
- (b) Define Electronic Data Interchange. What are the

components of Electronic Data Interchange?

- 10.(a) Explain how SSL protocol is used for secure transaction. Explain the advantages of e-commerce.

Or

- (b) What role does SCM play in Business to Business model i.e B2B e-Commerce.

- 11.(a) Discuss e-governance. Explain the Business to Administration model.

Or

- (b) Discuss in brief virtual auction. Explain the differences between virtual auction and reverse auction.

- 12.(a) Write short notes:-

- a) RSA algorithm.
- b) Trade cycle and describe the different stages of a Trade cycle.

Or

- (b) Define digital cash or e-cash. Explain with example how an online banking system works.

- 13.(a) Explain the ways and means of protecting online website operations from hackers.

Or

- (b) a) Distinguish between SSL and SET protocol.

- b) Explain EAN coding system for EDI message.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

Examine the experience of shopping online versus shopping in a traditional environment. Imagine that you have decided to purchase a mobile phone (or any other item of your choosing). First, shop for the mobile phone in a traditional manner. Describe how you would do so (for example, how you would gather the necessary information you would need to choose a particular item, what stores you would visit, how long it would take, prices, etc.). Next, shop for the item on the Web or via a mobile app. Which did you prefer and why? Compare and contrast your experiences.

BUS 1.9

MBA DEGREE EXAMINATIONS

FIRST SEMESTER

TECHNOLOGY MANAGEMENT

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Process Technology
2. Innovation Vs. inventions
3. Technology Push
4. Intellectual Property
5. Technology Leaders.
6. Market Signals
7. Revocation of Patent
8. Technology Environment

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

9. (a) What is the significance of "Technology Forecasting in formulation of "Technology strategy"? Discuss detail the various methods of Technology Forecasting.?

Or

- (b) What are the basic conditions for patentability an invention? With help of a diagram, explain the procedure for award of patents.

10.(a) What is the role of various government organizations in technology development in Indian context? Why co-operation between government and industry is important in case of developing nations?

Or

- (b) What do you understand by diffusion of technology? Discuss S-curve of diffusion and factors affecting the diffusion process.

11.(a) What is the impact of globalisation on technological environment? How come TRIPS has affected India in this context?

Or

- (b) Write a note on the following:
(a) impact of Technological change Productivity.
(b) Strategic Technological Alliances.

12.(a) In what way Innovations affect the business environment? Why?

Or

- (b) The Nano car introduced in April 2009 is affecting the business environment of small cars segment. Explain.
13.(a) What are the advantages of becoming the first in technology

in a particular industry?

Or

- (b) As a manager in charge of the relevant function in a financial institution, what criteria would you like to keep in mind in evaluation R&D projects? Explain.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

Started in 1965, Chemco is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder –owner of the firm. In 1999, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Mark was appointed the senior vice-president of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily. Mr. Mark wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old fashioned Mr. Jones. At this juncture in 2002, the firm is losing heavily in the fork-lift batteries business and its market share in car business is also on a decline. Mr. Jones has asked Mr. Mark to show a turnaround in the company within a year. What steps should Mr. Mark take to take the company out of its trouble,

BUS (2.1)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

BUSINESS LAW

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. A asks B to beat C and promises to indemnify B against the consequences. B beats C and is fined Rs.1,0000. Can B claim Rs.1,0000 from A? Services marketing
2. A purchases a beautiful double door Refrigerator from B for Rs 15,000. A finds later on that the Refrigerator does not make ice. Can he reject it and recover his money? New product development
3. Under an agreement, a manufacturing company, M, was to supply 5000 shirts to Dew Ltd at the rate of Rs.120/- per shirt on April 15. Due to an increase in the cost of the raw-materials, M realized that it would not be able to supply the shirts at the stipulated price. M informed Dew Ltd on March 15 that it would not be supplying the shirts at the mentioned price. What are the legal course

available to Dew Ltd? Sales promotion

4. A lends his motor-car to B for a drive by him only. B allows his daughter C, who is an expert car driver, to drive the vehicle. C drives the car carefully but the axle suddenly breaks and the car is damaged. Is B liable for the damage?
5. Discuss about the bailee's particular and general lien.
6. Explain "Deficiency" as per the Consumer Protection Act, 1986
7. What is supervening impossibility? Explain the legal provisions.
8. Under what circumstances can a finder of goods sell the lost goods?

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9(a) Write the rights of a consumer
Or
(b) Explain how an agency is created by implication
- 10 (a) Discuss the bailee's duties and responsibilities.
Or
(b) Mr. C.R. Das is a transport contractor and has a proprietary firm in Cuttack by the name of M/s CRD & Sons. He has two trailers of Ashok Leyland make. He purchased a third

trailer at a sum of Rs.4.75 lakh. This trailer did not give satisfactory service and started giving trouble on account of manufacturing defects. He filed a complaint before District Forum, Cuttack against M/s Ashok Leyland for defects in the trailer. Will Mr. Das succeed to get back the cost of the trailer from the manufacturer?

11 (a) Even without consideration, there can be a valid contract. Explain when?

Or

(b) Under what circumstances can a finder of goods sell the lost goods?

12 (a) What do you understand by the principle of “Caveat Emptor”?

Or

(b) A goes to a bookseller and selects certain books. He arranges with the bookseller the supply of the books next morning by a servant of the shop and month’s credit for payment. The books are destroyed in a fire on the same night. The bookseller demands payment from A. A wants to avoid payment. Can you help him?

13 (a) All the seven signatures of a Memorandum of Association (MOA) were forged by a person and a certificate of incorporation was duly obtained. Is the certificate of

incorporation valid?.

Or

(b) A company was promoted to carry on the business of crop-spraying from the air. X, one of its promoters, held bulk of its shares and was its Managing Director. Subsequently the company entered into a service agreement with him and engaged him as its chief pilot also. While piloting one of the aircrafts of the company, in the course of latter’s business, he was killed in an air-crash. His wife has claimed compensation under the provisions of the Workmen’s Compensation Act. The claim is being resisted by the solicitor of the company who contends that X and the company were one and the same person and as a person cannot employ himself, no compensation is payable..

SECTION C - (1 x15 = 15 marks)

Compulsory

14 **Case Study:**

All agreements are contracts if they are made by free consents of the parties, competent to contract, for a lawful consideration and with a lawful object and are not hereby expressly declared to be void”. Discuss the various elements of a valid contract inherent in this sentence. Illustrate your points with some illustrative examples in each case.

BUS (2.2)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

FINANCIAL MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. What is net present value
2. What is net present value?
3. What are mutually exclusive projects?
4. What are the bonus shares?
5. What is trading on equity?
6. What is the difference between merger and amalgamation
7. What is seasonal working capital?
8. What are the retained earnings?

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What is capital budgeting? Which are the various techniques of capital budgeting?
- Or
- (b) Describe the basic procedure used to value a bond that pays interest annually and semiannually
- 10(a) What are the long term sources of finance? Give various sources from which the long term funds can be raised?
- Or
- (b) Mr. XY is considering the purchase of new equipment. Two type of equipment are available A and B. A involves Rs. 20,000 initial cost and B has cost of Rs. 30,000. Each system has 15 yr. life and no salvage value. The CFAT for yrs 1 through 15 for A Rs 4,000 and for B Rs. 6,000. Which equipment should be chosen as per NPV method assuming 14% cost of capital
- 11(a) what is lease financing? Give various types of lease financing?
- Or
- (b) Explain EBIT / EPS analysis with an example.
- 12 (a) What is working capital? Give various sources from which it

can be financed?.

Or

- (b) Critically examine Modigliani and Miller theory of capital structure and firm valuation

13(a) What is dividend policy? Which factors are kept in mind while deciding a dividend policy?

Or

- (b) Which are the major factors responsible for mergers and acquisitions? State some of the recent acquisitions by Indian companies abroad?

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

A closely-held plastic manufacturing company has been following a dividend policy which can maximize the market value of the firm as per Walter's model. Accordingly, each year at dividend time the capital budget is reviewed in conjunction with the earnings for the period and alternative investment opportunities for the shareholders. In the current year, the firm reports net earnings of Rs. 5,00,000. It is estimated that the firm can earn Rs. 1,00,000 if the amounts are retained. The investors have alternative investment

opportunities that will yield them 10 per cent. The firm has 50,000 shares outstanding. What should be the D/P ratio of the company if it wishes to maximize the wealth of the shareholders?

BUS (2.3)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

MARKETING MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Concept of Marketing
2. Services marketing
3. Buying decision process
4. New product development
5. Channels of distribution
6. Sales promotion
7. Viral marketing
8. Ambush marketing

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) Define Marketing and discuss its significance in the Modern world?
(b) Explain the Objectives of Marketing Management.
Or
- 10 (a) What is meant by Market Segmentations? What are the criteria of successful Market segmentation?
(b) Enumerate the stages of Product Life Cycle.
Or
- 11 (a) Explain the Objectives of Pricing Policy of a business firm
(b) Is it essential to use an Advertising Agency?
12 (a) Explain in brief the Five stages in the Buying Decision process
(b) Describe the Marketing Mix for Service Industries.
Or
- 13 (a) What do you mean by On –Line Marketing? And also discuss the advantages of On – Line Marketing.
(b) Explain the problems of Rural Marketing.

SECTION C - (1 x15 = 15 marks)

L.G 1% • Others 1%

Compulsory

14. Case Study:

Indian Refrigerator Market India's Refrigerator market estimated at Rs. 2750 Cr. is catered mainly by 10 brands. The annual capacity is estimated at around 4.15 million units is running head of demand of 1.5 millions. As there is a demand and a surplus supply, all the manufacturers are trying out for new strategies in the market. Times have changed and also the buying behaviour of the customer. Earlier it was cash and carry system. Now dealers play an important role in selling; now the systems is exchange for old "bring your old refrigerator and take a new one with many gifts". A new company by name Electrolux has entered the market which has acquired Allwyn, Kelvinator and Voltas brand. Researchers have revealed that urban and city sales are declining and hence all manufacturers are trying to concentrate on rural markets. Electrolux strategy is customisation of market, with special attention to the Northern and Southern India markets, while Godrej the main player thinks that dealer network in rural market for sales and service will be beneficial and is trying to give more emphasis on dealer network, whereas Whirlpool has adopted the strategy of increasing the dealer network by 30%. The market shares of the major players are as follows: • Godrej 30% • Videocon 13% • Kelvinator 12% • Allwyn 10% •

Questions:

1. Could the refrigerator market be segmented on geographical base planned by Electrolux?
2. What would be the marketing mix for rural market?
3. Would 125 L and 150 L models be an ideal choice to launch in rural market? (10 marks)

BUS (2.4)

M.COM DEGREE EXAMINATIONS

SECOND SEMESTER

PRODUCTION AND OPERATIONS MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Enumerate the objectives of Operations Management
2. What do you understand by the term 'value chain'?
3. Explain product process matrix.?
4. Define the term 'diseconomies of scale'.
5. Distinguish between centralized vs. localized purchasing.
6. Differentiate between core competence and core processes.
7. Compare and contrast quality circles and JIT.
8. Codifying stores

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What are the different types of production processes?
Discuss the advantages and disadvantages of each. When should each be used?
Or
(b) Discuss in detail the types of productions and operations systems.
- 10 a) Discuss the various ways in which a company can expand its' capacity? Explain the advantages and disadvantages of each
Or
(b) Classify the plant layout
11(a) Explain how an order quantity is determined using EOQ. What are the assumptions and limitations of the model?
Or
(b) Explain the process and types of purchasing methods
12(a) Define Statistical Process Control. Explain various Statistical Process control methods.

Or

- (b) Explain the selective inventory controlling techniques with examples..

- 13(a) What is purchase procedure? Discuss the essential steps for carrying out effective purchasing.

Or

- (b) Explain, in detail, the various methods of codifying stores

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

Demand for tomato soup at a supermarket is always 25 cases a day and the lead-time is always 4 days. The shelves were just restocked with tomato, soup, leaving an on-hand inventory of only 10 cases. No backorders currently, but there is one open order for 200 cases. What is the inventory position? Should a new order be placed?

BUS (2.5 A)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

HUMAN RESOURCE MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. HR analysis
2. MDP
3. Induction and socialization
4. Job description
5. Career development
6. Red hot stove rule
7. Global HRM
8. Career development

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) Define Human Resource Management & discuss the difference between Personnel Management and HRM
Or
(b) Explain job analysis with examples
- 10(a) Explain in detail the process of recruitment & selection of the employees
Or
(b) What is the difference between testing and interview.
- 11 (a) What are the different types of training methods. Explain any
Or
(b) Explain the process of performance appraisal.
- 12(a) What MBO? Explain the process of MBO
Or
(b) What is communication? Explain the importance of communication in HRM
- 13(a) Explain the meaning of career planning. How individual

career development starts?

Or

- (b) Define QWL? What are the strategies for improvement of QWL

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counsellor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they

are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he used to be in the past. She noticed some behavioural changes with him. During general conversations, she feels that Franklin is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she does not know this before she also revealed her current experience with him. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Mehta took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitation, opened his thinking in front of Mr. Mehta. The problem of Franklin is

- 1) when he comes alone to canteen the people from others don't even recognize him but if he is accompanied by Harsha

BUS (2.6 A)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

RESEARCH METHODOLOGY

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Meaning of research
2. hypothesis
3. research design
4. sampling techniques
5. ANOVA
6. correlation
7. data collection techniques
8. factor analysis

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- | | | | | |
|-------|---|----|-------|--|
| 9 (a) | What is research? Explain the with a diagram | Or | (b) | What is hypothesis and explain the types of hypothesis |
| 10(a) | What is research design? Explain different types of research design features and types with examples? | Or | 11(a) | What is sampling? Explain probability sampling methods. |
| | | Or | (b) | Explain the types of data collection techniques used in Research |
| 12(a) | Explain in detail, Time series analysis and Forecasting. Also discuss the various graphical techniques of data analysis available in SPSS and MS-EXCEL. | Or | | |

(b) Discuss the utility and effectiveness of various Tests of significance. How does SPSS/Excel help in implementing these?

13(a) Discuss the main points to be kept in mind while drafting a business project report. What is the importance of Chapter on Data Analysis & Interpretation?

Or

(b) Discuss the importance of selecting research problem.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. **Case Study:**

Chandigarh is an upcoming cosmopolitan city in the north of India. It houses people from all over the country now-a-days and has people with varied culture and interests. With higher income at their disposal, the people of Chandigarh are now keener than ever, to undertake various tours across the country. There are several Travel agencies and Tour/Travel operators in the city. Sharma Travels had started its business just few months ago and was expecting to double or treble its business in the coming festive season or the later holiday season. In this highly competitive business arena, Mr. Sharma has decided to conduct a survey to determine how much business Chandigarh has to offer and also wanted to

know whether the residents are aware of Sharma Travels. He thought that this survey would also determine the effectiveness of his advertising strategies. Besides the above aspects, Mr. Sharma wants to gain additional knowledge on several facets such as peoples' travelling options, frequency of travel, their budgets, their satisfaction / dissatisfaction levels with their present travel agencies and other related characteristics. YOU as a student of management research are required to design a detailed questionnaire to satisfy Mr. Sharma's queries on the above mentioned aspects besides other facts, such as demographics etc. Which you think might be of additional help to Mr. Sharma in his venture.

BUS (2.7)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

ENTREPRENEURSHIP DEVELOPMENT AND START UP MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

Section - A

Answer any FIVE of the following

1. Entrepreneur s intrapreneur?
2. Innovative Entrepreneur
3. Decision Making
4. Indian Culture Values
5. objectives of entrepreneurial training.
6. ASSOCHAM
7. Startup management
8. Seed capital

(5*3=15 M)

Section – B

Answer all questions

(5*3=15 M)

9(a). What is the need for entrepreneurship development? Explain the role of family and society in entrepreneurship development.

(Or)

(b) Bring out the role and methods of entrepreneurial development training.

10(a) Describe the industrial policies and regulations for entrepreneurship development.

(Or)

(b) Explain briefly the role of IFC and IDBI in the entrepreneurship development

11(a) Explain the role of entrepreneurship in economic development. What are the barriers to entrepreneurship?

(Or)

(b) Discuss Entrepreneurship as a Career. What are the factors favouring entrepreneurship as a career option?

12(a) Explain the steps in launching of small business

(Or)

(b) Define incubation. Discuss the services offered by incubators.

13(a) Enumerate the signals of incipient sickness.

(Or)

(b) Write a detailed note on monitoring and evaluation of small business along with its methods and tools.

SECTION – C

(Compulsory) (1*15=15M)

14. Case Study

Sabeer Bhatia, the co-founder of Hotmail is the recipient of the “TR 100” award presented by MIT to 100 young innovators who are expected to have the greatest impact on technology in the next few years. He won several laurels- ‘Elite 100’ list of top trend setters in the New Economy by Upside Magazine, ‘People to watch’ in International Business by TIME (2002), “Entrepreneur of the Year by venture capital firm.

Born in Chandigarh, India, he completed his early schooling at Bangalore, in schools with ethical values. His parents were both professionals; father, Baldev, a senior officer in Ministry of Defence, and mother, Daman, a senior official in the Central Bank of

India, who attached great value to education. He has been a brilliant student who would solve problems on the blackboard. He was a perfectionist and would feel miserable if he was unable to write everything he knew in his answer book during an exam, due to limited time. He has also been entrepreneurial during his school days and once opened a sandwich shop. He joined the Birla Institute of Technology, which he left to study at California Institute of Technology after winning full scholarship. He completed his masters from Stanford University and joined Apple, where he worked for nine months. He had an urge to do something unique using the net, and he came up with Javasoftware a method of using the web to create a personal database, where people could preserve their personal things. He shared his plan with his colleague Jack Smith, who suggested e-mail to Javasoftware. Bhatia worked the whole night

BUS (2.8)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

BUSINESS INTELLIGENCE

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Business intelligence issues
2. Data warehousing
3. Uses of Business Intelligence
4. SAS
5. Hubspot
6. Pentaho database integrated products
7. Tableau
8. Basic parameters of Business Intelligence Platforms

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What is business intelligence? How does it work?

Or
- (b) What are the benefits of business intelligence and explain the recent trends in business intelligence.

Or
- 10(a) What is big data? How does big data differ from data mining

Or
- (b) What are the challenges with business intelligence implications and why business needs a business intelligence reporting tool?

11(a) Explain the best way to collect data to choose the best intelligence tool?

Or
- (b) What are the key elements of a valuable business intelligence solution?

12(a) What are the five major stages of enterprise business

intelligence platforms

Or

- (b) Explain the major components of a business intelligence system..

13(a) what are the areas for expert system applications?

Or

- (b) Design Business Intelligence system for fraud detection. Explain all Steps from data collection to decision making.

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

An innovative chain of hotels wants to analysis and improve its performance using several performance indicators - quality of rooms, service facilities, check in, breakfast, popular time of visits, duration of stay etc., for this case study design business intelligence system, clearly explaining all steps from data collection to decision making.

BUS (2.9)

MBA DEGREE EXAMINATIONS

SECOND SEMESTER

CYBER SECURITY

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

SECTION - A (5*3=15 M)

Answer any FIVE of the following

1. Meaning of information security
2. Security risk analysis
3. Copy right law in cyber security
4. Requirement of digital signature system
5. www policies in cyber security
6. e-mail security policies
7. backup security measures
8. virtual private network

SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) explain cyber law in India and IT Act 2000 provisions
Or
(b) Explain the main techniques hackers can use to get hold of your password
- 10(a) What is cyber stalking? Name the two types of stalkers and explain stalking works.
Or
(b) What is e-mail scams? How to prevent those scams?.
- 11(a) What is phishing? What are the different methods of phishing?
Or
(b) What is the difference between passive and active attacks provide tools as examples.
- 12(a) Explain the national cyber security policies and strategies?
Or
(b) Explain the Do's and Don't's for posting content on social media platforms.
- 13(a) what is big data? And what are the security issues and its

challenges?

Or

- (b) What is identity theft? Explain different types of identity theft

SECTION C - (1 x15 = 15 marks)

Compulsory

14. Case Study:

Identify different methods through which creativity can be nurtured.

MBA Course Structure and Syllabus as per CBCS Guidelines
SEMESTER –III

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 3.1	Business Policy & Strategic Management	CC	3	4	30+70	100
BUS 3.2	Decision Support Systems & MIS	CC	3	4	30+70	100
BUS 3.3	Business Ethics & Corporate Governance	GE	3	4	70 SEE	100
	Case Study Presentation of CSR/Ethical practices of 2 companies	AEC	2	2	30 IE	
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 3.4.M	MARKETING SPECILIZATION (Choose any Two Papers) 1. Advertising & Brand Management	DSE	3	4	30+70	100
BUS 3.5M	2. Customer Relationship Management		3	4	30+70	100
BUS 3.6M	3. Retail Management					
BUS 3.4F	FINANCE SPECILIZATION (Choose any Two Papers) 1. Security Analysis & Portfolio Management	DSE	3	4	30+70	100
BUS 3.5F	2. International Financial Management		3	4	30+70	100
BUS 3.6F	3. Basics of Taxation					
BUS 3.4HR	HRM SPECILIZATION (Choose any Two Papers) 1. Industrial Relations & Labor Laws	DSE	3	4	30+70	100
BUS 3.5HR	2. Management Training & HRD		3	4	30+70	100
BUS 3.6HR	3. Organizational Change & Organizational Development					
BUS 3.4 BA	BUSINESS ANALYTICS SPECILIZATION (Choose any Two Papers) 1. Introduction to Business Analytics Tools		3	4	30+70	100
BUS 3.5 BA	2. Data Visualization & Predictive Analysis		3	4	30+70	100
BUS 3.6 BA	3. Big Data Analytics					
	MOOCS					
	TOTAL		23	30	700	700

Note: 7 Papers (3 Common + 2 Elective + 2 Common Specialization) for 700 marks with 23 Credits
BUS 3.3 Paper has more depth subject (With AEC) hence 5 credits allotted with both Internal & External marks

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.

In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

MBA Course Structure and Syllabus as per CBCS Guidelines

SEMESTER III

BUS 3.1 – BUSINESS POLICY & STRATEGIC MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic concepts in Management
- Explain in detail, all the theoretical concepts taught through the syllabus
- It helps the students to understand the Functions & Responsibilities of Managers
- It enables them to analyze and understand the Environment of the organization
- To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

UNIT-I Business Policy – Definition, nature, Scope and purpose of Business policy; Concept of Strategic Planning – Strategic Management: Nature, Scope, process and importance - Strategic Decisions, Administrative and Operation decisions.

UNIT-II Developing :Vision, mission, goals and objectives, strategy, tactics/policies, importance of corporate Mission statements – their contents and characteristics - some examples – Johnson & Johnson’s credo, ‘HP way’ ‘Sony Spirit’ etc. Defining the concept of strategy – corporate, business and functional level strategy; Intended, Deliberate, Realized, Unrealized and Emergent strategies.

UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure - Conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – Porter’s five forces model for analysing firm’s opportunities and threats – concept of Hyper Competition.

UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm - Resource Based Theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence - based competition; Porter’s Value Chain Analysis for appraisal of firm’s resource capabilities – Firm’s best Strategic fit.

UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter’s Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and Focus – Entry and Exit Barriers, Mobility Barriers – Economies of scale, Learning or Experience Curve benefits.

Reference Books:

1. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw –

- Hill, New York, 1965.
2. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
 3. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
 4. Upendra Kachru, *Strategic Management: Concepts & Cases*, Excel Books, New Delhi.
 5. Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
 6. Porter, M.E., *Competitive Advantage*, The Free Press, New York, 1985.
 7. Glueck, William F. and Lawrence R. Jauch: *Business Policy and Strategic Management*, McGraw- Hill, International Edition.
 8. Kazmi, Azhar, “*Business Policy and Strategic Management*”, Tata McGraw Hill, New Delhi.
 9. Pearce H., John A. and Richard B. Robinson, Jr. *Strategic Management: Strategy, formulation and implementation*, Richard D. Irwin, New York, 1982.
 10. Srinivasan R. *Strategic Management – The Indian Context*, Prentice Hall of India, New Delhi.
 11. B.S. Hoti, *Strategic Management and Business Policy*, Wisdom Publications, New Delhi.
 12. R. Duare Areland, Robert E. Horskisson, Michael A. Hitt, *Strategic Mangement*, Lengage Learning (Indian Edition).
 13. Thomas L. Wheeler and David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, New Delhi.
 14. Arthur A. Thompson Jr., A.J.Strickland III, John E. Gamble, Arun K.Jain, *Creating and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Tata McGraw Hill Publishing Co. Ltd.
 15. C. Roland Christensen, Kenneth R. Andrews & Joseph L. Bower, *Business Policy : Text and Cases*, Richard D. Irwin Inc.
 16. Dess, G.T. Lumpkin and Alan B. Eisner, *Strategic Management : Text and Cases*, Tata McGraw Hill Publishing Co. Ltd.
 17. Robert A. Burgelman, Clayton M. Christensen & Steven C. Wheelwright, *Strategic Management*, Tata McGraw Hill Publishing House.
 18. Nitin Balwani, *Strategic Management and Business Policy*, Excel Books, New Delhi.
 19. Fred R. David, *Strategic Management ; Concepts and Cases*, Prentice Hall of India (P) Ltd.

BUS 3.2: DECISION SUPPORT SYSTEMS & M I S

Course Learning Outcomes (Clos)

- To understand various MIS operating in functional areas of an organisation and explain its relationship with the various activities of the organisation.
- To understand how MIS is developed and implemented for various levels in an organisation.
- To explore the use of some common IS development tools

UNIT – I Management Information System: Basic Concepts – Role of MIS – MIS in Business – MIS Developing Process Models - Simon's Model in Information System – MIS and Security Challenges – Major Trends in Information Technology.

UNIT-II Managerial Decision Making: Decision Making Process – Relationship between Decision-Making and MIS –Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of Information System-Organization System Versus MIS.

UNIT –III System and Design: Systems Development Initiate - Different Methodologies – System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System – System Implementation.

UNIT –IV Decision Support System: Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS - DSS Tools – DSS Generators – Steps in Designing a DSS.

UNIT – V Database Management System: Sources of Data – Architecture of Database Management System - Data Models- Design of Database – Implementation - DGMS – Case study –Design of MIS and DSS system.

Reference Text Books:

1. Jawadekar, Management Information System, Tata McGraw Hill, New Delhi.
2. Arora, Management Information System, Excel Books, New Delhi.
3. C.S.V. Murthy , Management Information System, Himalaya Publishing House, Mumbai.
4. Mallach, Decision Support and Data Warehouse Systems, McGraw Hill Co., New Delhi
5. .G.V.Satya Sekhar, Management Information System, Excel Books, New Delhi.
6. Krober, Donald W., and Hugh J. Watson, Computer Based Information System, New York.
7. Andrew P., Decision Support System Engineering, Sage John Wiley & Sons, New York..
8. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
9. Janakiram Y and Surukesi: Decision Support Systems, Prentice Hall of India, New Delhi.
10. Sadagopan: Management Information Systems, Prentice Hall of India, New Delhi.
11. Goyil D.P., Management Information Systems, MACMILLAN.

BUS-3.3: BUSINESS ETHICS & CORPORATE GOVERNANCE

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the basic Ethical Theories
- Explain in detail Ethics in functional areas such as finance, marketing, HR, IT, etc.
- It helps the students to understand the Corporate Social Responsibility
- It enables them to analyze and understand the corporate governance

Unit- I: Concept of Ethics: Meaning and definition of Ethics – Ethical Theories – Values – Need for Ethics and Values – Indian Value System – Various approaches to Ethics.

Unit-II: Business Ethics: Concept, meaning and definition of Business Ethics – Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view. Work Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.

Unit- III: Corporate Social Responsibility: Corporate Social Responsibility (CSR) & significance of CSR in business. CSR principles and strategies for business organizations. Best practices in CSR. Orienting management education towards ethical behavior.

UNIT- IV: Corporate Governance: Meaning and definition of corporate governance – Corporate management structure for corporate governance – Boards of Directors – Responsibilities of Boards of Directors – Legal requirements for Boards of Directors with regard to Corporate Governance – Morale responsibilities of Boards of Directors

UNIT- V: Corporate Governance in Global Scenario: Corporate governance requirements in the ever changing global scenario. Global practices: Cadbury report – OECD Committee recommendations. Desirable corporate governance in India – a Code. Summary of the SEBI Committee –report of the Consultative Group of Directors of Banks / Financial Institutions – Summary of Naresh Chandra Committee on Corporate Audit and Governance. Towards developing a best corporate governance system in an organization.

BUS 3.3.1(R22): CASE STUDY PRESENTATION OF CSR/ETHICAL PRACTICES OF COMPANIES

Suggested Books:

1. S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
3. Chakravarthy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
4. Satheesh Kumar, Corporate Governance, Oxford University Press.
5. Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.
6. A.B Rao, Business Ethics and Professional Values, Excel Books, New Delhi.
7. Fernando, Business Ethics an Indian Perspective, Pearson

Marketing Specialization

BUS-3.4.M: ADVERTISING & BRAND MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

1. To provide an overview of Socio- Cultural and Ethical dimensions of Advertising.
2. To provide An Overview of Media Scenario in India.
3. To underline the Advertising Agencies
4. To impart the Brand Extension Strategies.

Unit 1: Introduction: Meaning, Scope and objectives of Advertising- 5 Ms of Advertising –The communication model: communication process, stages and challenges ; Socio- Cultural and Ethical dimensions of Advertising –Recent trends in Advertising –Customer behavior and advertising: segmentation, motivation analyses, and value proposition. Advertising Copy: Meaning, essentials of Good Advertising Copy; Message Strategy – Copy writing for various Media - Creativity in Advertising, copy in conventional media and Cyberspace.

Unit II : Advertising Media: Planning & Strategy – Types of Media – Electronic Media; Print Media; Outdoor Media – Media Scheduling Decisions – Media Mix Decisions – An Overview of Media Scenario in India

Unit III : Advertising Budgets & Agencies: Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Agencies – Media Companies and Supporting Organizations – Advertising Effectiveness

Unit IV : Concept of Brand: Concept of value, brand and marketing metrics: Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

Unit V : Brand Equity: Brand Loyalty – Brand Equity – Brand Personality – Building Brands – Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning

Books Suggested;

1. George, E. Belch & Michael A Belch, Advertising & Promotion, Tata Mc Graw Hill
2. Rajesh C. Jampala and P. Adi Lakshi, Advertising and brand Management, Duvvuri
3. Harsh V.Varma, Brand Management, Text & Cases, Excel Books
4. Mathur, UC, Product & Brand Management, Excel Books
5. Chunwala, Brand Management, Himalaya
6. Tapan K. Panda, Building Brands, Excel Books

Marketing Specialization

BUS 3.5.M : CUSTOMER RELATIONSHIP MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To know about knowledge on Customer Relationship Management,
- To understand the Statistical Analysis of Customer Surveys T
- To know about Relationship Drivers
- To learn about Changing Corporate Cultures.

Unit-I: Customer Relationship Management – Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

Unit-II: Customer Relationship Survey Design – Statistical Analysis of Customer Surveys – Using Customer Relationship Survey Results.

Unit-III: Relationships in Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships.

Unit-IV: Customer Partnership – Internal Partnerships – Supplier Partnerships – External Partnership.

Unit-V: The Technological Revolution – Relationship Management – Changing Corporate Cultures.

Reference Text Books:

1. John Egan, “Relationship Marketing, Exploring Relational Strategies in Marketing”, Prentice Hall.
2. John Anton, “Customer Relationship Management”, Prentice Hall.
3. Jagdish N Sheth and Stul Parvatiyar, “Handbook of Relationship Marketing”, Response Books, 2002.
4. Anderson, “Customer Relationship Management”, Tata McGraw Hill, 2002.
5. David Strutton; Lou E. Pelton; James R. Lumpkin, “Marketing Channels: A Relationship Management Approach”, McGraw-Hill Higher Education.
6. Christopher, Martin, “Relationship Marketing”, Science & Technology Books

Marketing Specialization

BUS-3.6 M: RETAIL MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- The students have complete knowledge of the course Retail Marketing
- The student should be able to appreciate the value of integration of all the verticals of business for value maximization

Unit - I: Meaning and scope of retail marketing –: Definition and scope - Evolution of retailing- different types of retail stores – trends in retail marketing – product retailing vs. service retailing – relationship marketing in retailing –Retail marketing Enviromen- retailing environmental issues in India- Barnding Retail marketing.

Unit - II: Retailing operations: Retail store location & layout – location strategy – location criteria – interior and exterior design layout – retail store Management planning – visual and display methods in retailing – store maintenance – vendor relationship. product and merchandise management-Retail purchasing and pricing: Purchase management: Merchandise purchasing -

Unit - III: HR & Legal compliances in retailing – Application of Technology in retailing industry- Retail organization structure – recruiting and selection of retail personnel – customer psychology – Training needs of employees – legal process – license requirement – regulatory compliances- Consumer behaviour in retail marketing-Pricing strategies in retailing: every day pricing - competitive based pricing - price skimming - market-oriented pricing

Unit - IV: Supply chain management and IT application in retailing: Point of sale – back end IT applications – retail database – basic concepts of SCM – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major supply chain drivers – scope of SCM – problems in SCM – role of SCM in retail industry – developing supply chain systems.

Unit - V: Retailing industry in global market- retailing industry- formats –issues and challenges in Indian Retail market – Indian organised retail market - FDI in Indian organized retail sector- case studies relevant to fashion retail – footwear – hyper markets – food courts – departmental stores – banking & finance .

Reference Books:

1. Levy & Weirtz Retail Management, (TMH),
2. Dunne Retailing, (Dryden Publications),
- 3 Ron Hasty, James Reardon Retail Management , (Mcgraw Hill),
- 4.Berman & Evans, Retail Management
5. Swapna Pradhan, Retail Management.

Finance Specialization

BUS 3.4.F: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE LEARNING OUTCOMES (CLOs)

- To understand the various alternatives available for investment.
- To Learn to measure risk and return.
- To Find the relationship between risk and return. To Value the equities and bonds.

UNIT-I: Investment: Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement.

UNIT-II: Valuation of Securities: Basic Concepts: Return, Risk, Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield To Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price –Earnings (P/E) Approach - Components of risk – Measurement of Risk: Variance, Standard Deviation, Security Beta.

UNIT-III: Approaches to Security Analysis: Fundamental Analysis: Economy, Industry and Company Analysis – **Technical Analysis:** Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) –Breadth of the Market – Momentum.

UNIT-IV: Portfolio Analysis and Selection: Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe's Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis

Unit-V: Portfolio Evaluation & Revision: Methods of Portfolio Evaluation – Sharpe's, Treynor's and Jensen's measures of portfolio performance evaluation - Fama's decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

Reference Text Books:

1. Prasanna Chandra, *Investment Analysis and Portfolio Management*, Tata McGraw Hill education Pvt. Ltd. New Delhi
2. Bhalla VK., *Investment Management*, S. Chand & Co Ltd, New Delhi
3. Punithavathy Pandian, *Security Analysis and Portfolio Management*, VPHPvt. Ltd, New Delhi
4. Kevin S., *Security Analysis and Portfolio Management*, Prentice Hall of India Pvt. Ltd, Delhi
5. Donald E. Fischer & Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Pvt. Ltd, New Dehi
6. Sharpe, William, FG Alexander, F Bailey, and WC Sharpe, *Investment*, Prentice Hall of India, New Delhi.

Finance Specialization

BUS 3.5.F: INTERNATIONAL FINANCIAL MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Understand foreign exchange markets, international financial markets and their functions needs.
- The students are able to analyze foreign exchange risks and risk management strategies
- Present the central roles of finance theories in dealing with the complexities faced by international financial managers in this environment.
- Understand Explain and discuss various aspects of international financial management, including the operations of currency markets, capital structure, and capital budgeting and international investment.
- The students are able to understand the concepts like international capital markets, sources of international finance and debt equity markets.

UNIT–I: Finance function in an International Context. Additional dimensions in achieving the wealth maximization goal – Scope & relevance to different business entities - Understanding foreign currency risk and exposure – Nature and types of Exposures

UNIT–II: Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange rates, Exchange rate Arithmetic. - Fundamental parity relations – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – their influence on determining the exchange rates.

UNIT–III: A brief exposition of significant theories of Exchange Rate determination, Forecasting of Exchange Rates - International Capital Markets, Sources of International Finance, Debt and Equity markets.

UNIT–IV: Export Finance in India, Forfeiting, Role of EXIM Bank - International Capital Structure and Cost of Capital.

UNIT–V: International Capital Budgeting. Key Issues, Calculating of Cashflows, Adjusted Present value approach - International Cash Management, techniques, Centralised Vs Decentralised.

REFERENCE BOOKS:

1. Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd. (3rd Edition) – TEXT – I
2. Maurice D. Levi, *International Finance*, McGraw Hill, Inc.
3. Alan C Shapiro, *Multinational Financial Management*, John Wile Y & Sons.
4. C. Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers

Finance Specialization

BUS3.6.F : BASICS OF TAXATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

UNIT-I: Basic concept of Taxation; Background, distinction between Capital and Revenue Receipts and Expenditure. Treatment of agricultural income. Residential Status and incidence of tax.

UNIT-II: Heads of Income; Salaries- income from house property, Income and Gain from business or profession, capital gains, income from other sources.

UNIT III: Clubbing up of income - Aggregation of Income and set off and carry forward of losses, deductions from gross total income, Rebates and Relief's and Rates of Taxes and computation of total income and tax liability.

UNIT IV: Assessment of Individuals, HUF, Firms & Association of Persons.

UNIT V: Basic concept of Taxation; Assessment procedure, refunds, penalties and appeals and revisions. Tax Administration; Income Tax Authorities Provisions concerning procedure for Filing returns, signatures, E-Filing, Assessment, Reassessment and settlement of causes, Special procedure for Assessment of search cases, E – Commerce Transactions, Liability in special cases, Collection and recovery of tax.

UNIT – V: Basic concepts of international taxation, Residency issues, Tax Havens, Withholding Tax, Unilateral Relief and Double Taxation Avoidance Agreements. Concept of Transfer pricing. Classification and Tax incidence on companies – Computation of taxable income and Assessment of Tax Liability, Dividend distribution tax, minimum alternate tax and other special provisions relating to companies.

Suggested Books:

1. Singhanian, C.K., *Direct Taxes*, Taxmann Publications, New Delhi.
2. Lal B.B., *Direct Taxes*, Pearson Education, New Delhi.
3. Girish Ahuja and Ravi Gupta, *Direct Taxes*, Bharat Publications.
4. B.B. Lal and N. Vashit : *Direct taxes*, Darling Kindersley (India) Pvt. Ltd. Delhi.
5. Gaur and Narang, *Direct Taxes*, Kalyani Publications.
6. Manoharan T.N., *Direct Taxes*, Snow White Publications.

HRM Specialization

BUS3.4.HR: INDUSTRIAL RELATIONS & LABOUR LAWS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with Evolution and growth of Industrial Relations in India
- To study Essentials for success of Trade Unions.
- .To understand about Collective Bargaining & Worker's Participation in Management
- To aware about Labour laws in Fundamental Rights

Unit -I: Industrial Relations: Concept, Objectives & Importance, Evolution and growth of Industrial Relations in India, Approaches to Industrial Relations, Factors influencing Industrial Relations, Recent trends in Industrial Relations., Functions of Trade unions, , Problems of Trade Unions ,Recognition of Trade Unions, , Essentials for success of Trade Unions.

Unit –II: Collective Bargaining: Concept, Importance and Objectives of Collective Bargaining, Process of Collective Bargaining, Prerequisites for success of Collective Bargaining, Productivity Bargaining. Forms of Worker's Participation in Management in India, Evaluation of Worker's Participation in Management, and Conditions for success of Worker's Participation in Management.

Unit –III: Grievances and Discipline: Causes of Grievances, Grievance procedure, Machinery available for redressal of Grievances, Prerequisites of a Grievance procedure. **Discipline:** Forms of Discipline, Causes of Indiscipline, Types of Punishments, Measures for dealing with indiscipline.

Unit –IV: Industrial Disputes: Meaning, Nature and Scope of Industrial Dispute, Causes and Consequences of Industrial Disputes, Prevention and settlement of Industrial Disputes in India, Industrial Disputes act of 1947.

Unit -V: Labour Laws: Labour laws in Fundamental Rights- The Minimum Wages Act, 1948,The Payment of Wages Act, 1936,The Trade Unions Act, 1926,The Industrial Disputes Act, 1947,The Factories Act, 1948,Labour laws and practices in India.

References:

- 1) Venkata Ratnam, "Globalization and Labour Management Relations", SAGE.
- 2) C.B.Memoria, "Dynamics of Industrial Relations", Himalaya Publishing House. Arun Monappa, Industrial Relations, Tata McGraw Hill.
- 3) S.K.Bhatia, "International Practices in Industrial Relations", Deep & Deep Publications. B.D.Singh, "Industrial Relations", Excel Books.
- 4) P.Subba Rao, "Essentials of HRM and IR", Himalaya Publishing House. Sinha, "Industrial Relations".
- 5) Niland J.R etc., "The Future of Industrial Relations", New Delhi Sage Publications.
- 6) Kochan.T.A.&Katz Henry, "Collective bargaining and Industrial Relations" Homewood 2nd Edition, Illinois
- 7) Arora .M, "Industrial Relations",Excel Books.
- 8) Sri Vastava S.C., "Industrial Relations and Labour Laws", Vikas Publishing. A.M. Sarma, Industrial Relations, Himalaya Publishing House

HRM Specialization

BUS3.5.HR : MANAGEMENT TRAINING & HRD

Course Outcomes:

On successful completion of the course the learner will be able to:

- To explain HRD Climate and process
- To know about Planning and Designing HRD Needs
- To Reviewing and Evaluating HRD,
- To aware about application of T Group Training

Unit-I: HRD objectives and philosophy – HRD Climate and process- HRD practices in India, USA & Europe- Managing Joint Venture Business Organizations (JVs), Cross-Country Cultural Issues, Awareness of Emigration Checks and Immigration Modalities of various Countries

Unit-II : Observing and Assessing HRD needs, Planning and Designing HRD Needs, Action from Global Perspective: Bringing Learning to life, Theory of experimental learning, Strategies adopted to Design and develop performance support

Unit-III : Quality: Reviewing and Evaluating HRD, Organizational HRD Strategies- Competencies / Expertise and certain Unique Skills of various Nationalities

Unit –IV: HRD managers in MNC- Training methods and application of T Group Training. Linking of performance appraisal with training

Unit –V: Quality: Reviewing and Evaluating HRD, The future of HRD. Designing HRD model- Global Restrictions on certain Countries by the hiring Country, etc...to be incorporated in appropriate slots

Reference Books:

1. Richard A Swanson , Foundations of Human Resource Development, Pearson Publisher
2. Newstrom John W. “Organizational Behaviour: Human Behaviour at Work” (Tata Mc Graw Hill)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
4. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press
5. Nedlar, Corporate HRD Practice American Society for Training and Development – Publications

HRM SPECILIZATION

BUS3.6.HR -Organizational Change & Organizational Development

Course Outcomes:

On successful completion of the course the learner will be able to:

- i. To equip students with significance of organizational change
- ii. To study Theories of planned change or Strategic models of OC
- iii. To know how do you overcome these barriers to change.
- iv. To explain Pre-requirements of OD

Unit-I: organizational change: Definition and meaning , concept , types , process, nature, significance of organizational change.

Unit –II: Theories of planned change or Strategic models of OC: - Lewin’s model - Lippitt, Watso , and Westley’s model - Dalton’s model - Black, Mouton, Barnes, and Greiner’s model

Unit – III: Barriers to change projects: Lack of Clarity - Ineffective Change Communication - Strategic Shortcoming - Change Resistant Culture - Lack of Organizational Buy-In - Change Fatigue Lack of Governance - how do you overcome these barriers to change?

Unit –IV: Forces or need for change: External forces Internal forces Resistance to change: Overcoming resistance to change: Impacts of Organizational Change

Unit –V: Organizational Development: Characteristics of OD: OD values: OD objectives and goals: Pre-requirements of OD: OD processes: Phase in OD: stages of organizational development,- OD Interventions: Benefits of Organizational Development

REFERENCES:

1. Abrahamson, M. (1990). Sociological theory: an introduction to concepts, issues, and research (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.
2. Anderson, D., & Anderson, L. A. (2010). Beyond change management: How to achieve break through results through conscious change leadership (2nd ed.). San Francisco:Pfeiffer.
3. Anderson, L. A. & Anderson, D. (2008). Strategic change consulting: How to leverage yourwork at the enterprise level.OD Practitioner, 40(3), 19-23.
4. Authenticity (2006). Different kinds of learning (loops of learning). Retrieved from<http://managementhelp.org/misc/learning-types-loops.pdf>
5. Axelrod, D. (2008). What to do when your organization doesn’t have time. OD Practitioner,40 (3), 41-43.
6. William Bridges and Susan Bridges ..Managing Transitions: Making the Most of Change
7. John Kotter and Holger Rathgeber .. Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions

Business Analytics Specialization

BUS 3.4.BA. INTRODUCTION TO BUSINESS ANALYTICS TOOLS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Unit I: What is Business Analytics?- How Business Analytics Works - Components of Business Analytics - 1. Data Aggregation 2. Data Mining 3. Association & Sequence Identification 4. Text Mining 5. Forecasting 6. Predictive Analytics 7. Optimization 8. Data Visualisation- Types of Business Analytics: 1. Descriptive Analysis 2. Diagnostic Analysis 3. Predictive Analysis 4. Prescriptive Analysis

Unit-II: Automated Data Analysis: SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

Unit-III: Multivariate Analysis: Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

Unit-IV: Business Analytics: Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

Unit-V: Business Analytics tools: 1. Excel 2. SAS 3. Microsoft Power BI 4. Tableau 5. Qlik Sense 6. Splunk 7. MicroStrategy 8. Sisense 9. Board 10. Domo. Benefits/Importance of Business Analytics, Uses/Application of Business Analytics

Suggested Books:

1. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
2. Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.
3. R.N Prasad and Seema Acharya, “Fundaments of Business Analytics”, Wiley India Publication.
4. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
5. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

Business Analytics Specialization

BUS 3.5.BA - DATA VISUALIZATION & PREDICTIVE ANALYSIS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To apply Tools and software of data visualization
- To understand tools of Predictive Analysis and Top Predictive Forecasting Tools.

Unit-I: Data visualization- Definition- key purposes - Types of data visualizations: Tables- Pie charts and stacked bar charts- Line charts and area charts- Histograms- Scatter plots- Heat maps- Tree maps; Advantages and disadvantages of data visualization- importance of Data visualization and big data- Data visualization examples. Most Popular Open Source Visualization Libraries: D3.js- Echarts- Vega- Deck.gl- Data visualization best practices.

Unit- II: Tools and software of data visualization: Best Data Visualization Tools:Tableau - Looker -Zoho Analytics - Sisense - IBM Cognos Analytics - Qlik Sense – Domo - Microsoft Power BI - Klipfolio - SAP Analytics Cloud - Yellowfin – Whatagraph.

Unit-III: Predictive Analysis: Definition – Uses of Predictive Analysis - Types of Predictive Analysis Models: Linear Regression - Random Forests - Neural Networks - Predictive Analysis Tools: Rapid Miner Studio – KNIME - IBM Predictive Analytics - SAP Predictive Analytics; Predictive Analysis Examples: Financial Markets - Supply Chains

Unit-IV: Predictive Analysis Structure - Classification Algorithms - Predictive Analytics Techniques - Algorithms in Predictive Analysis: Linear Regression - Logistic Regression - Neural Network - Decision Trees - Naive Bayes; Applications of Predictive Analysis: Fraud Detection - Health Care - Customer Targeting - Sales Forecasting - Assessing Risk - Predictive Analytics vs Statistics - Predictive Analytics vs Data Mining.

Unit-V: Predictive Forecasting – Forecasting - Predictive Forecasting - Key Features of Predictive Forecasting - Forecasting vs Predictive Forecasting - Predictive Forecasting vs Predictive Analytics - Top Predictive Forecasting Tools: IBM Watson Studio - Power BI * RapidMiner Studio – SAS - Use of Predictive Forecasting Tools: Demand Prediction - Inventory Management - Identifying Growth Drivers - Workforce Planning - Benefits of Predictive Forecasting

Reference Books:

1. Better Data Visualizations: A Guide for Scholars, Researchers, and Wonks by Jonathan Schwbish (EN), 2021,
2. How Charts Lie: Getting Smarter about Visual Information de Alberto Cairo (EN) ...
3. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic
- 4..Eric Siegel :Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die; Revised and Updated Edition Publisher:Wiley, Publication date:December 30, 2015

Business Analytics Specialization

BUS 3.6.BA :BIG DATA ANALYTICS

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying Big data analytics approaches.
- To apply Big data analytics and techniques in evaluating business decisions taken by firms.
- To explain about Big Data skills tools

Unit-I: Big data analytics: - Definition- key features of a big data analytics solution types, History and Evolution of Big Data Analytics - How does Big Data Analytics work? advantages of big data analytics, and its industrial applications Values of Big Data Analytics - Uses of Big Data analytics across different industries

Unit-II: Tools used in big data analytics: Hadoop –Spark - Data integration software - Stream analytics tools- Distributed storage - Predictive analytics hardware and software - Data mining tools - NoSQL databases - Data warehouses.- Big data is characterized by 5 V's: Variability, veracity , Variety, Velocity, and Volume

Unit-III: Big Data skills: Analytics - Data Visualization - Knowledge of Business Domains and Big Data tools - Programming- Problem-solving -Structured Query Language (SQL) - Data Mining - Technical skills - Knowledge of Public and Hybrid clouds - Working experience - Responsibilities of Big Data professionals - challenges

Unit-IV: Big Data Applications: Government - Social Media Analytics – Technology - Fraud detection -Call Center Analytics – Banking - Agriculture – Marketing - Smart Phones – Telecom – Healthcare- Role of Big Data:

Unit-V: Application of Big Data to Indian Banking System - Challenges faced by Banks - Risk Management - Fraud Detection - Customer Satisfaction - Business Optimisation- Regulating Big Data - United States -European Union – India

1. Alex Holmes Hadoop in Practice, MANNING Publ.
2. Multidimensional Databases and Data Warehousing, Christian S. Jensen, Torben Bach edersen, Christian Thomsen, Morgan & Claypool Publishers, 2010
3. Chuck Lam Hadoop in Action Lam, MANNING Publ.
4. Golfarelli and Rizzi Data Warehouse Design: Modern Principles and Methodologies, , McGraw-Hill, 2009

**MBA Course Structure and Syllabus as per CBCS Guidelines with Effect from the
Academic year 2022-2023**

SEMESTER –IV

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks IE+SEE 30+70	Total
BUS 4.1	Global Business	CC	3	4	30+70	100
BUS 4.2	Knowledge Management	CC	3	4	30+70	100
BUS 4.3	Business Analytics Lab (Internals)	GE	3	4	70 SEE	100
	Data Analytics using Python	SEC	2	2	30 IE	
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 4.4M	MARKETING SPECILIZATION 1. Logistics & Supply Chain Management	DSE	3	4	30+70	100
BUS 4.5M BUS 4.6M	2. Rural & Agricultural Marketing 3. Social Media& Digital Marketing		3	4	30+70	100
BUS 4.4F	FINANCE SPECILIZATION 1. Financial Derivatives	DSE	3	4	30+70	100
BUS 4.5F BUS 4.6F	2. Management of Financial Services 3. Corporate Taxation		3	4	30+70	100
BUS 4.4HR	HRM SPECILIZATION 1. International Human Resource Management	DSE	3	4	30+70	100
BUS 4.5HR BUS 4.6HR	2. Talent Management 3. Compensation Management		3	4	30+70	100
BUS 4.4 BA	BUSINESS ANALYTICS SPECILIZATION 1. Enterprise Resource Planning		3	4	30+70	100
BUS 4.5 BA	2. Business Forecasting & Business Optimization		3	4	30+70	100
BUS 4.6 BA	3. Machine Learning & Data Mining					
	Internship/ Project (58 days)	CC	4	2	50+50	100
	Project Viva-Voce	CC			100	100
	Total		27	32	900	900
Note: 8 Papers (3 Common + 2 Elective+ 3 Common Specialization Papers and Project + Viva – Voce) for 900 marks with 27 Credits						
BUS 4.3 Paper has more depth subject (With SEC)hence 5 credits allotted with both Internal & External marks						

**Note: In III Semester the students shall opt any two specialization groups with 2+2 papers.
In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.**

N.B. Project work/Internship and viva-voce marks will be shown in the IV semester only.

BUS 4.1 –GLOBAL BUSINESS

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Describe the Theories of International trade
- Explain in detail, Evaluating and selecting the country for global business
- It helps the students to understand the Balance of payments
- It enables them to analyze and understand the International Economic Institutions
- To understand Global Business Operations

UNIT- I: International Business: What is international business? Differences between Interregional business and international business – approaches to international business - Theories of International trade. International business environment: Social and cultural environment – technological environment – economic environment – political environment.

UNIT- II: Evaluating and selecting the country for global business: modes of entry into global business: exports and imports – licensing – joint ventures – franchising – management contracts – turn-key projects – wholly owned subsidiaries – strategic alliances – mergers and acquisitions.

UNIT -III: Balance of payments: Causes for disequilibrium; correcting methods- Foreign exchange market- structure; Exchange Rate mechanism; Types of transactions - FDI - Political Risk -Country Risk; their management. Trends in international investments.

UNIT-IV: International Economic Institutions, Agencies and Agreements; Trade restrictions and economic development: Free trade Vs. Protection – tariffs and quotas. Regional trading arrangement – the European Union (EU) – NAFTA – WTO – IMF – IBRD (World Bank) – OPEC.

UNIT-V: Global Business Operations- Global Manufacturing Management; Strategy, where to manufacture, Make or Buy Decisions- Global logistics management- Role of global logistic service providers; logistics practices- Globalization of markets; market segmentation; Distribution strategy; Pricing strategy- Global HRM.

Suggested Books:

- 1) K. Aswathappa, International Business, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- 2) Charles WL Hill& AK Jain, “International Business”, Tata McGraw Hill publishing Company Ltd. New Delhi.
- 3) Sanjay Misra& P.K. Yadav, International Business: Text & Cases, PHI Learning Pvt. Ltd., New Delhi.
- 4) P. Subba Rao, International Business; Text & Cases, Himalaya Publishing House, New Delhi.
- 5) Francis Cherunilam, International Business, Business Learning Pvt. Ltd., New Delhi.

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BUS 4.2 - KNOWLEDGE MANAGEMENT

COURSE OUTCOMES:

On successful completion of the course the learner will be able to:

- Discuss the key constituents of knowledge management solutions including infrastructure, processes, systems, tools, and technologies.
- Explain how knowledge management impacts contemporary organisations.
- Provide examples of the ways in which knowledge management impacts contemporary organisations.
- Discuss the underlying technologies that enable knowledge management solutions.
- Analyse issues related to management practices and the future of knowledge management.

UNIT-I: Knowledge Economy: Meaning, Importance of Knowledge Management. “Data – information – Knowledge – Wisdom” interrelationship. Organizational knowledge: Characteristics and components of organizational knowledge. Building knowledge societies.

UNIT-II: Information Technology & Knowledge Management: Role of Information Technology in Knowledge Management System – Knowledge management tools – creating effective knowledge management system through information technology – ERP – BPR – Data Warehousing and Data Mining.

UNIT-III: Future of Knowledge Management & Industry Perspective: Companies on the road to knowledge management – knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – Knowledge management in other functional areas of management – Challenges and future of knowledge management.

UNIT-IV: Knowledge Management Process: Universal appeal – Stages of Knowledge Management process - Knowledge Capital Vs. Physical Capital – customer relationship process – Business ethics and Knowledge Management - The promise of Internet and the imperatives of the New Age.

UNIT-V: Implementation of Knowledge Management: Study of Road Blocks to the implementation of knowledge management – 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India. Study of a few Indian case studies with regard to implementation of Knowledge Management.

Reference Books:

1. Dr. B. Rathan Reddy, Knowledge Management (Tool for Business Development): Text, Concepts, Cases & Exercises, Himalaya Publishing House, Mumbai.

2. Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
3. Tapan K Panda, Knowledge Management, Excel Books.
4. Fernando, Knowledge Management, Pearson.

BUS 4.3: BUSINESS ANALYTICS

Course Outcomes:

- Enable all participants to recognise, understand and apply the language, theory and models of the field of business analytics
- Foster an ability to critically analyse, synthesise and solve complex unstructured business problems
- Encourage an aptitude for business improvement, innovation and entrepreneurial action
- Encourage the sharing of experiences to enhance the benefits of collaborative learning

UNIT – I: Introduction to Business Analytics –Competing on Analytics- The New Science of Winning

UNIT –II: The Business Analytics Cycle Information summary about Books – Tools –Blogs- Resources –Groups – communities –Videos –Useful links- Sources of Data –Database Architecture and Data Gathering Process-Types of Data- Overview of an online survey/research project.

UNIT –III: Introduction to Big Data – Structuring of Big Data –Elements of Big Data- Business Applications of Big Data –Handling Big Data Technologies –Data Mining and Text Mining.

UNIT –IV: Creating R data sets – Reading raw data files (Column input/formatted input)- Assigning variable attributes – Changing variable attributes – Reading MS spread sheets in R.

UNIT –V: Reading R data sets and creating variables –Reading Delimited Raw Data Files –Using Excel for Data Management –Purpose of the Database- Relational Databases Entities – Relationships and Attributes –Specify Keys – Primary and Foreign –Create Relationships among Tables –Refinement and Normalization – Microsoft Access and R.

Reference Text Books :

1. Big Data for Dummies – Authors: Judith Hurwitz, Alan Nugent, Fern Halper, and Marcia Kaufman
2. BIG DATA using SMART Big Data Analytics to make better decisions and improve performance – Author: BERNARD MARR
3. Analytics in a Big Data World, the essential guide to data science and its applications – Author: BART BAESENS
4. Data Science for Business, what you need to know about Data Mining and Data-Analytic Thinking – Author: FOSTER PROVOST & TOM FAWCETT
5. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data – Author: EMC Education Services
6. R For Dummies – Authors: Andrie de Vries, and JorisMeys
7. R: Easy R Programming for Beginners, Your Step-By-Step Guide To Learning R Progr (R Programming Series) – Author: Felix Alvaro
8. R Cookbook (O'Reilly Cookbooks) – Author: Paul Teetor

BUS 4.3.1: LAB- DATA ANALYTICS USING PYTHON

Practical Component

- Students should identify any three companies using data analytics, and analyze how Companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data. Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making

MARKETING SPECILIZATION

BUS 4.4M : LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- Defined concepts and elements of the logistics system.
- Explain about various types of shipping systems and shipping intermediaries.
- Express regarding various air transports, system modules, and distribution and transportation methods.
- Enumerate the basic concepts like scope and importance of the supply chain and student can able to design the net working channels.
- Understanding the forecasting system in supply chain management. Students can able to forecast the future predictions.

Unit-I: Introduction to Logistics & SCM -Logistics Management: Concepts – Importance – Elements of the logistic System -Strategic Network Design in logistics– Marketing and logistic mix – Logistics and marketing interface – Value chain and production efficiency.

Unit-II: Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent , forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

Unit-III: Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation-

Unit-IV: Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics – Global supply chain strategies- Supply Chain Strategy -efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

Unit-V: Forecasting and planning in supply chain management – Risks Management in global supply chain -Supply Chain Planning in Networks- Issues in global supply chain-Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

Reference Books:

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.Graw Hill,New Delhi.
2. David Stewart ,”International Supply chain Management”, Cengage publications,2008.
3. Reji Ismail,“Logistics Management” Excel Books, 2008.
4. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations” David P, “International Logistics” Biztantra, New Delhi , 2006.

Marketing Specialization

BUS 4.5M: RURAL & AGRICULTURAL MARKETING

Course Outcomes

On successful completion of the course the learner will be able to:

- To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
- Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
- Understand the concept and methodology for conducting the research in rural market.

Unit-1: Overview of Rural Markets and Rural Marketing: Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets – Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing. Classification of

Unit-II: Rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism.

Unit-III: Marketing Information Systems: Concepts and significance – Internal Reporting Systems, Marketing Intelligence Systems, Rural Marketing Research, Rural Market Survey. Concepts and process, Segmentation– Bases, Targeting, Positioning.

Unit-IV: Agricultural Marketing: Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing. Classification of markets,

Unit-V: Role of Government Agencies: Government intervention in Marketing System- Regulated markets — role and problems- State Trading-Cooperative Marketing-Overview of NAFED-NCDC-PDS-FCI-National Institute of Agricultural Marketing

Reference Text Books:

1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Habeeb-Ur-Rahman KS, Rural Marketing in India, Himalaya 2010
3. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
4. U.C. Mathur, Rural Marketing, Excel Books
5. Velayudhan, Sanal Kumar; Rural Marketing; Sage
6. Ruchika Ramakrishnan; Rural Marketing; New Century
7. Ramkishen ,Y, Rural & Agriculturtal marketing, Jaico Publishing house

Marketing Specialization

BUS 4.6M : SOCIAL MEDIA & DIGITAL MARKETING

Course Outcomes:

On successful completion of the course the learner will be able to:

1. To understand the digital marketing, advertisement and marketing theories and opportunities and threads.
2. To acquaint the students with the general social media marketing in promotion mix.
3. To enable the students to know the inbound and out bound markets.
4. To know the e-payments and securities in digital marketing.

Unit - I: Digital marketing –overview – significance of digital marketing – Marketing strategies for Digital marketing - Opportunities and risks – Digital advertising strategies –latest practices in digital marketing- Digital advertising strategies- Trends in digital marketing.

Unit - II: Social media marketing –Types and forms of social media – Types of Electronic media :role of social media marketing in the promoting the product – Social Media campaigns – Social Consumers: Segmentation and Targeting for Social Media Marketing – Motives and attitudes influencing Social Media activities. Social Media Marketing channels latest trends in social media advertising.

Unit - III: Social and Search Engine advertising – Social listening - Planning, Targeting and Budgeting – generate leads and aggregate audience on social media – trends in mobile social media - search engine optimization.

Unit - IV: Content marketing: In bound and Content marketing acquiring and engaging users through digital channels – inbound Vs Digital Vs outbound marketing - content marketing in the digital era –Relationship between content and brand – Role of Marketing analytical tools in digital marketing E- mail marketing – types – tools for e-mail marketing – measures- Segmenting, targeting and positioning, in digital marketing.

Unit - V: E- payment: Role of E- payments in digital marketing – E- payment technologies -E- payments and security – E-payment system – E-payment modes or methods in digital marketing – protocols – micro payments system – pay per click - internet and network security – ethical and legal issues.

Reference Books:

1. Stephen Dahl (2014), “Social Media Marketing: Theories and Applications” Sage Publications.
2. Tracy L. Tuten and Michael R. Solomon (2015) “Social Media Marketing” 2nd Edition, Sage Publica
3. John Williams (2016), “Social Media:Marketing strategy for rapid growth using: Facebook,Twitter,
4. Jan Zimmerman and Deoborah Hg (2017), “Social Media Marketing All – in –one for Dummies” Wiley publications.

Finance Specialization

BUS 4.4F: FINANCIAL DERIVATIVES

Course Learning Outcomes (Clos)

- i. Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.
- ii. Make informed judgments on the use of derivative instruments.
- iii. Identify and assess the impact of seminal developments in the literature on derivatives.
- iv. Evaluate, synthesize and communicate the ethical implications of financial risk management policies and practices to an intended audience.

UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT – II Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities.

UNIT-III Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT-IV Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility.

UNIT – V Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

References Text Books:

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
7. Sundaram Janakiraman, Derivatives and Risk Management, Pearson, New Delhi.
8. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Rene M. Stulz., Risk Management & Derivatives, Cengage, New Delhi.
10. Satyanarayana Chary T., Financial Derivatives, Excel Books, New Delhi.
11. Siddaiah Thummuluri Siddaish International Financial Management, Pearson, New Delhi.

FINANCE SPECILIZATION

BUS 4.5F : MANAGEMENT OF FINANCIAL SERVICES

Course Outcomes:

- Identify legal issues that impact financial and other risks affecting business.
- Analyze relevant case law for the purpose of finding legal precedents that will be used to persuade a judge or jury.
- Interpret statutory law for purposes of risk avoidance, and to establish control mechanisms.

Unit – I: Financial Services: An Overview – Meaning and Concepts – Scope and Features – Classification – Growth and Problems of Financial Services Sector – Distinctiveness of Financial Services – Role of Financial Services in Economic Development.

Unit – II: Merchant Banking: Meaning – Origin – Functions – Services – Problems – Code of Conduct – SEBI Guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating Agencies – SEBI Guidelines.

Unit –III: Mutual Funds: Concept – Significance – Classification – Merits and Problems – Performance Evaluation – SEBI Guidelines; Factoring: Meaning – Types – Functions, Factoring Vs. Forfeiting – Securitization.

Unit –IV: Venture Capital: Origin and Concept – Features – Scope – Significance – Venture Capital Institutions in India – SEBI Guidelines.

Unit – V: Lease Financing: Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision – Hire Purchasing: Concepts – Salient Features – Leasing Vs. Hire Purchasing – Tax aspects of Hire Purchasing (Problems & Case).

Practical Component

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

Suggested Text Books:

1. Khan M.Y., *Financial Services*, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai, *Financial Markets and Financial Services*, H. Publishing House, Mumabi.
3. Siddiah, T., *Financial Services*, Pearson
4. Tripaty Nalini Prava, *Financial Services*, Prentice Hall of India, New Delhi.
5. Guruswamy.S, *Financial Services*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani, *Financial Services in India*, Himalaya Publishing House, Mumbai, 2009.
7. Rajesh Kothari, *“Financial Services in India”*, SAGE.
8. Ennew, *Financial Services marketing*, Elsevier

Finance Specialization

BUS 4.6F: CORPORATE TAXATION

Course Learning Outcomes (Clos)

- Students who complete this course will be able identify the difference between tax evasion and tax planning.
- By the end of the course students will able to describe how the provisions in the corporate tax laws can be used for tax planning.
- Students of the course will able to explain different types of incomes and their taxability and expenses and their deductibility.
- Students who complete this course will be able to outline the corporate tax laws. Students of the course will able to state the use of deductions of expenses to reduce the taxable income

Unit-1: Definitions of various terms used in Income Tax Act, 1961. – Residential status and incidence of tax of company Assessee -Incomes exempt under section 10

Unit -2: Computation of income of a company under Income from House Properties, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources

Unit -3: Set-off and set-off and carry forward of losses, Deductions from Gross Total Income of a Company, Computation of Total Income of a Company Assesse.

Unit -4: Assessment of Company Assessee – submission of return of income - payment of tax Assessment Procedure – Penalties and Prosecution - Interest.

Unit -5: Tax planning with reference to (a) Setting-up of new business (b) Financial decisions (c) Specific managerial decisions (own or lease, make or buy, shut down or continue) (d) Amalgamation, Merger or Business restructuring.

Practical Component

A combination of lectures, guest lecturers, group discussions, videos, webcasts, in-class exercises, and demonstrations will be used in this course

Reference Text Books:

1. Vinod K. Singhania & Kapil Singhania, Direct Taxes Law and Practice, Taxmann Publications, New Delhi.
2. Hariharan N, Income Tax Law & Practice, McGraw Hill Education (India), Pvt. Ltd, New Delhi.
3. Girish Ahuja & Ravi Gupta, Direct Taxes Law & Practice, Bharat Law House Pvt. Ltd., New Delhi.
4. BB Lal, Income Tax, Pearson Education, New Delhi.
5. Gaur. V.P. DB Narang, P Guar., Income Tax Law and Practice, Kalyani Publishers, Ludhiyana.
6. Mahrotra & Goyal, Direct Taxes Law and Practice, Sahitya Bhawan Publication, New Delhi.

HRM Specialization

BUS 4.4HR: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Outcomes:

- Obtain, through elective courses, an in-depth knowledge of specific IHRM-related theories, skills and practices
- Appreciate the implications of increasing globalization for the management of human resources, with particular reference to IHRM in multinational corporations
- Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)

Unit-I: Human Resource Management: Evolution – Objectives – Significance – HR Planning – Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession.

Unit-II: IHRM: Planning - International recruitment and selection - Training and development of expatriates - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in International employment-M & A – Integration of acquired employees in newer cultures, Global Mobility and HR-International postings

Unit-III: IHRM Challenges and Opportunities: Domestic and MNCs Perspectives – Managing Expatriation – IHRM in Host Country Context – New mandate for IHRM in the Changing Environment – Women Expatriates – Risk Factors Associated with Expatriation –Repatriation - Process of repatriation, job related adjustments, organisational development

Unit-IV: Employer-Employee Relation in MNCs – Contemporary Issues and New Directions of Industrial Relation – Changing Dynamics of Employees Union in MNCs Management – Relevance and retunes of Labour Laws – Grievances Handling in MNCs

Unit-V: Cross Cultural Management:–Cross Cultural Management- Structure of Cross Cultural Management-Formal Structures – Functions- Models of Cross Cultural Management: Family Companies-The Anglo Model-Environment, Culture and Management- Strategy of Cross Cultural Management-Designing and Implementing

Reference Books:

1. Tony Edwards, Chrisrees: International Human Resource Management, Pearson, latest edition.
2. P.Subbarao: International Human Resource Management, HPH, latest edition
3. Peter J. Dowling & Denise E. Welch (2009)International Human Resource Management, Cengage Learning
4. Aswathappa k; SadhnaDash(2009) International Human Resource Management; Tata McGrawHill, New Delhi

HRM Specialization

BUS 4.5HR --TALENT MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To learn Talent Management Process
- To illustrate Application of Talent Management
- To understand the Performance & Talent Management.
- To learn some of the implications for Current Trends in Talent Management

UNIT-I: Talent Management – Introduction- Benefits of Talent Management- - Financial Benefits - Principles - Talent Management Process - Talent Management Consulting - Talent Management – Challenges -

UNIT –II: Talent Management System - - People Problem in Talent Management - Talent Management as a Profession - Employee Value Proposition- Talent Management Strategy - Integrated Talent Management Strategy- Talent management practices- digital talent management

UNIT –III : Application of Talent Management - Recruitment and Retention - ROI for Talent Management - Talent Management for New Generation - War for Talent in Global Economy- Talent Marketplace - Talent Management & Poaching Talent - Succession Planning - Achieving Competitive Advantage

UNIT – IV: Performance & Talent Management - The War for Talent and Its Implications - Talent Acquisition and Management - Nurturing, Enabling, and Empowering Talent at the Workplace- The War for Talent: How the Best and Brightest are being wooed across Indian Campuses

UNIT –V: Talent management in HR - Talent management strategies in action - It's all in the numbers - Current Trends in Talent Management - Talent Management Myths - What does the future hold for talent management?

Suggested Reading Books:

1. Lance BergerHard: The Talent Management Handbook, Third Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, McGraw-Hill Education; 3rd edition (14 January 2018)
2. Sorin Dumitrascu : Talent Management: A Practical Guide (Optimise Book 10) Kindle Edition 4 October 2021
3. Misra R N: Talent Management , Discovery Publishing Pvt.Ltd (1 April 2013)

HRM Specialization

BUS 4.6HR --COMPENSATION MANAGEMENT

Course Outcomes:

On successful completion of the course the learner will be able to:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

UNIT-1: Introduction to Performance Management , Performance Analysis , PMS and Appraisal Practices In India, PMS in select organizations- Potential Appraisal.

UNIT-2: Introduction to Compensation Management-Foundation of Compensation anagement, Need , Significance, Theories of Compensation Management , Job Analysis and Job evaluation , Compensation and Job evaluation.

UNIT-3: Performance Linked Compensation, Managing Performance, Rewarding Performance. Incentive Schemes/Payment-By-Result , Wage-Design, Wage-Fixation, Wage - Differentials.

UNIT-4: Wages and Salary Administration at Macro(National Level), Industry's Compensation Policy(Micro level) Voluntary Retirement Scheme , International Compensation Management.

UNIT-5: Compensation Administration, Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

Reference Books:

1. Tapomoy Deb-Compensation Management, Text and cases ,Excel Books
2. Mousumi S.Bhattacharya, Nilanjan Sen Gupta, Compensation Management-Excel Books
3. Bhattacharya DK, Compensation Management, Oxford 2009
- 4.Soni Shyam Singh-Compensation Management-Excel Books
5. B.D. Singh, Compensation and Reward Management-Excel Books.
6. Michael Armstrong, *Employee Reward*, Universities Press.
7. Augunis, Performance Management, 2nd Edition, Pearson Publication
- 8, Michael Armstrong, Employee Reward, University Press

BUS 4.4BA --ENTERPRISE RESOURCE PLANNING (ERP)

Course Learning Outcomes:

On successful completion of the course the learner will be able to:

- ◆ To awareness about Enterprise Resource Planning;
- ◆ To know about Business Process Re-Engineering;
- ◆ To discuss the process of ERP implementation; and
- ◆ To understand the related issues with ERP.

Unit-I: Enterprise Resource Planning (ERP) - ERP definition - Meaning - Characteristics- Evolution of ERP Functions of the ERP system - Importance of ERP– Benefits& Weaknesses OF ERP - Components of ERP - Types of ERP

Unit –II:ERP Planning System - ERP system- ERP Applications - ERP Solutions Providers - ERP modules - ERP size: ERP options - Types of ERP deployment - ERP integration - The total cost of ERP - - ERP examples in different industries.

Unit –III: - - History of ERP software- benefits of ERP software systems - ERP Implementation Methodology. - Business Process Reengineering (BPR) - Why Companies Undertake ERP - Risk and Governance Issues in an ERP - Managing the implementation process - General Model of ERP Implementation - Guidelines For ERP.

Unit –IV: ERP Software Platforms & tools: ERP Software Platforms - Multiview ERP- Multiview – Genius; ERP Software tools: QT9 ERP -Aquilon ERP –Katana –Aptean - VOGSY ERP-Focus ERP – Wherefor - AMT ERP –.ECOUNT Plexus MIE Trak Pro – ERP -Sage Business Cloud X3 -Oneir – Multi-site S2K Enterprise –MRPeasy – Simple ERP -Minotaur –

Unit-V: ERP technologies:: Databases:- PostgreSQL–MSSQL–ORACLESQL; Frontend Technologies:- Java Script – AngularJS – React - Vue.JS; Programming Technologies:-.NETand ASP.NET–Java–Ruby--Python – PHP; Enterprise Resource Planning Software of 2023: monday.com – Acumatica – Wrike - Hub Planner - Resource Guru – Runn - Microsoft Dynamics 365 - SAP ERP - Deltek ERP - Best ERP & PSA package – Erpag; and the future of ERP

REFERENCE BOOKS:

1. ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning by Thomas F. Wallace and Michael H. Kremzar
2. A Guide to ERP Benefits, Implementation and Trends by Prof dr. Lineke Sneller RC
3. Concepts in Enterprise Resource Planning by Ellen Monk and Bret Wagner
4. Enterprise Resource Planning Systems by Daniel E. O'Leary

Business Analytics Specialization

BUS 4.5 BA - BUSINESS FORECASTING & BUSINESS OPTIMIZATION

Course Outcomes:

On successful completion of the course the learner will be able to:

- i. Forecasting is valuable to businesses so that they can make informed business decisions.
- ii. Forecasting approaches include qualitative models and quantitative models.

Unit-I: Business Forecasting: The Basics of Business Forecasting Meaning – Definitions -Need and Significance - Features - Importance - Steps - Techniques - Selection - Technique - Factors Affecting - Need - Kinds of Business Forecasting -Requisites of Sound Business Forecasting -Limitations -Suggestions for Making Forecasting . Criticism of Forecasting

Unit-II: Qualitative techniques of forecasting: Market Research Techniques - Past Performance Technique - Internal Forecast - Deductive Method and others; Quantitative techniques of forecasting: Business Barometers Method - Trend Analysis Method - Extrapolation Method - Regression Analysis Method and others

Unit-III: The causal modeling techniques of forecasting includes- The technological forecasting techniques Some of the other techniques of forecasting are:- 1. Direct Method 2. Indirect Method 3. Joint Opinion Method 4. Scientific Analysis 5. Similarity Events Method 6. Survey Method 7. Sales Person's Opinion.

Unit-IV: Business optimization – Definition- Importance - components -Steps of Business optimization- - Business Process Management (BPM) steps- **Business process optimization techniques-10 steps that can help your business achieve efficient optimization:**

Unit-V: Optimization modelling: Linear programming - Constraint programming - IBM Decision Optimization - High-performance mathematical programming solver - Constraint programming solver - Optimization Programming Language (OPL)

SUGGESTED READINGS:

1. Business Analysis - Revised Edition, by Debra Paul, James Cadle
2. Business Analysis Techniques - Revised Edition, by Paul Turner, James Cadle, Debra Paul
3. Business Analyst: Careers in Business Analysis, by Adrian Reed
4. Brainy Glue: Making Change Stick by Ian Richards and Filip Hendrickx
5. The Business Analysis Handbook: Techniques and Questions to Deliver Better Business Outcomes, by Helen Winte

Business Analytics Specialization

BUS 4.6 BA - MACHINE LEARNING & DATA MINING

Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying Machine Learning basics
- To study Most Popular Data Mining Tools and Applications
- To apply Machine Learning and Data Mining Methods in Diabetes Research

Unit-I: What is Machine Learning? Machine Learning basics - Unsupervised Machine Learning-Supervised Machine Learning - Learning of Decision Trees - Learning of Decision Rules - Learning of Association Rules - Learning of Regression Trees - Examples of Machine Learning

Unit-II: What is Data Mining? Statistics in data mining - Data mining in statistics - Statistical Data Mining - Data Mining vs. Statistics vs. Machine Learning - Data Mining vs Machine Learning- Data Mining, Machine Learning Vs Deep Learning - Data Mining, Machine Learning Vs Data science -

Unit-III: What is Artificial Intelligence? Artificial Intelligence and Data Mining - Artificial Intelligence and Machine Learning – Data Science vs Machine Learning vs AI vs Deep Learning vs Data Mining: Know the Differences

Unit-IV: Most Popular Data Mining Tools and Applications: Integrate.io - Rapid Miner - Orange - Weka - KNIME - Sisense - SSDT (SQL Server Data Tools) - Apache Mahout - Oracle Data Mining - Rattle - DataMelt, - IBM Cognos - IBM SPSS Modeler - SAS Data Mining - Teradata Board- Dundas BI

Unit-V: Machine Learning and Data Mining Methods in Diabetes Research: Introduction - . Machine Learning and Knowledge Discovery - Diabetes Mellitus - Methods - DM Through Machine Learning and Data Mining - Discussion - Conclusions

Suggested Readings:

1. Jules J. Berman : Principles and Practice of Big Data, Second Edition • 2018
2. . Xin-She Yang: Introduction to Algorithms for Data Mining and Machine Learning, 2019
3. Hands-on ML with Scikit-Learn, Keras & TensorFlow Aurélien Géron- Second Edition Publisher – O'Reilly Media, Inc.