

STAREX UNIVERSITY, GURUGRAM

SCHOOL OF COMMERCE & MANAGEMENT



Ordinance, Scheme of Examination & Syllabus

Master of Business Administration (MBA)

(Post Graduate Program Effective From Year 2018-19)

(Approved by AC, BOM & Governing Body in its meetings held in 2018)

Ordinance, Scheme of Examination and Syllabi

Master of Business Administration (MBA)

Saved as provided in the First Ordinance of the University, this Ordinance shall contain the following,

1. Title and Commencement

This Ordinance shall be called the Ordinance of Starex University and shall be effective from the Academic Session 2018-19.

2. Duration of the Course

The duration of MBA Degree Course shall be of two academic years. Each year shall be divided in two Semesters i.e. semester-1, semester-2. Accordingly, the two years shall consist in four Semesters. However, a student is required to pass out the said Course within a maximum period of 4 years from the date of admission to 1st Semester where after he/she shall stand unfit for the Course.

3. Admission and Eligibility

B.Com / B.Com (Hons.) / BBA / BSC / B.A. with atleast 45% marks in aggregate from any recognized University.

4. Admission Schedule, Submission of Examination Forms and Fee

The admission schedule along with the last date for submission of admission forms and fee shall be fixed by the Vice-Chancellor from time to time and displayed by the University. Date of Examinations and fee shall be fixed by the Vice-Chancellor and notified by the Controller of Examinations.

5. Change of Branch/ Discipline

A student will be entitled to change/switch over Branch/Discipline within 15 days after the commencement of Academic Session where after no change will be allowed. Such a student must be eligible for admission to the Branch/Discipline intended to be admitted to.

6. Promotion to Higher Semester(s)

The student shall be promoted to 2nd and 4th Semester automatically without any condition of passing minimum number of papers. For promotion from 2nd to 3rd Semester, the student shall have to clear at least 50% papers of 1st and 2nd Semester taken together.

7. Reappear Examinations

Re-appear Examinations for odd Semester will be held along with the regular semester examinations of these

semesters in December and those of even Semesters along with the regular examinations of these Semesters in May. However, the re-appear examination of 4th Semester may be held in December along with the odd Semester examinations.

8. Medium of Instruction and Examination

The medium of instructions and writing question papers shall be in English.

9. Type of Examinations

Wherever not otherwise provided in any Course Ordinance there will be two types of Examinations.

- a) **End term:** End term Examination shall be held at the end of each Semester and will cover the entire syllabus for that Semester. First and Third Semester Examinations shall ordinarily be held in the month of December and Second and Fourth Semester Examinations in the month of May.
- b) **Internal Test:** There may be one/two Internal Assessment test(s) in each Semester. Each Internal Assessment test will cover the syllabus taught up to the date of test.

10. Scheme of Examinations

25% marks of the total marks of the concerned subject shall be earmarked for Internal Assessment.

a) Distribution of Marks

- i) Theory 75
- ii) Internal Assessment 25

For Practical Lab Based- Discipline Specific Elective Papers, there shall be 4 credit hours for lecture of Max. Marks 60 in theory and 1 credit hour (2 Practical Periods per week per batch) for practical lab of Max. Marks 40.

b) Pass Percentage

Theory:

- i) 40% marks in written paper.
- ii) 40% marks in written paper and Internal Assessment taken together

Practical: (Wherever provided)

- i) 40% marks in Practical paper
- ii) 40% marks in Practical and Internal Assessment taken together

Viva-Voce: (Wherever provided)

- i) 40% marks in Viva-Voce separately.

Note:

- i) In case, a student fails to secure 25% marks in Internal Assessment in Theory of a particular subject, he/she shall be detained from appearing in the Theory paper examination of that Subject and so for Practical exam (Wherever provided).
- ii) A list of detained students and the students detained due to shortage of attendance shall be forwarded to the Examination Branch by the School/Faculty before a week from the date of commencement of examinations.

c) Components of Internal Assessment

The Internal Assessment marks shall comprise the following,

- i) Attendance 10 Marks
- ii) Internal Test 10 Marks
- iii) Assignment/Seminar/Presentation etc. 05 Marks

NB.

- 1) In case, a student is detained from appearing in the Examination of Theory and/or Practical having failed to secure 25% marks in Internal Assessment, he/she may improve the same for appearing in the relevant subsequent Examination. In all other cases, the marks of Internal Assessment shall be carried forward for the subsequent examination.
- 2) The concerned teacher shall preserve the records of the Internal Assessment and shall make the same available as and when required.
- 3) The concerned School/Faculty shall display the marks of Internal Assessment on the Notice Board for information of the students.

11. Eligibility to appear in the Examination

The Student should fulfill the following criteria to be eligible for appearing in the end term examination,

- i) He/she should bear a good moral character.
- ii) He/she should be on the rolls of the University during the Semester.

- iii) He/she should have not less than 75% of the attendance during the respective Semester. In case, a student fails to secure the prescribed percentage of lectures either in Theory or Practical, he/she shall be detained from appearing in the said part of examination (Theory or practical or both, as the case may be).
- iv) He/she should not be a defaulter of payment of tuition fee or any other dues of the University and no disciplinary action should be pending against him/her.

Note: In case, a student fails to secure 75% attendance in Theory or Practical or both, he/she will be detained from appearing in Theory or Practical or both examinations, as the case may be.

12. Exemption from Attendance/ Condonation of Shortage of Attendance

The shortage of attendance can be condoned/relaxed as under-

S.No.	Category for Exemption/Condonation of lectures/attendance	Ground for Exemption/Condonation	Competent Authority
1	All periods of the day of Blood donation	Voluntarily Blood Donation to the Blood Bank	Dean of the School/Faculty
2	All periods of the day of Examination	For appearing in the supplementary Examinations (Th./Pr./Vive-Voce)	-do-
3	10 Days attendance during a Semester	For participation in University or Inter University/College Sports Tournaments / Youth Festivals, NCC/NSS camps/ University Educational Excursions	-do-
4	Condonation/Relaxation up to 5% during a Semester	Genuine reason such as illness, transfer of parents, sudden death in blood relation, on production of proof.	1. The concerned Dean of his own or on the recommendation of HOD 2. Vice-Chancellor of his own or on the recommendation of Concerned Dean

*Provided that:

1. He/she has obtained prior approval of the Dean of School/faculty.
2. Credit may be given only for the days on which lectures were delivered or tutorials or practical work done during the period of participation in the aforesaid events.

13. Setting of Question Papers and Re-Checking, Evaluation/Re-evaluation of Answer book(s)

As per provisions in the First Ordinance and rules and regulations of the University.

14. Grace Marks

As per provisions in the First Ordinance of the University.

15. Improvement of Examination Result

A student may be permitted to improve his/her result subject to the following:

- i) The student will be permitted to appear in improvement examination as an ex-student with regular batches for the purpose of improvement of CGPA/Division.
- ii) Only one chance for improvement for a Semester will be given. The chance must be availed within a period of 1 year from passing the final examination.
- iii) In case the nature of result does not improve i.e. up to CGPA 5, 6, 7, 8 and 9, his/her improvement result shall be declared as “**PRS**” (Previous Result Stands).
- v) There will be no separate examination for improvement i.e. the student intending to improve his/her result shall appear along with the regular batches in accordance with the syllabus prescribed for the regular batches.

16. Issuance of DGS, Award of Degree

A student shall be issued Detailed Grade Statement for each examination and shall be awarded Degree on successful completion of the Course. The division and performance shall be indicated in the Degree as depicted in **Grading Method** against **Clause No. 20.**

17. Inter University Migration

- a) A student of this University may seek Migration as per provision in the First Ordinance of the University.
- b) Any student intending to seek Migration to this University may do so subject to the following,
 - i. The Migration cannot be claimed as a matter of right and shall subject to the availability of seat.
 - ii. The Migration shall be allowed only in 2nd year (3rd semester).
 - iii. The student must have pursued the previous exam(s) under Semester system.
 - iv. At least 50% papers passed by him/her in the previous Institute/University must have matched with the papers prescribed by this University.
 - v. Rest of the unmatched Subjects/Papers will be required to be passed by him/her from this University as deficient subjects/papers.

18. Choice Based Credit System

Definitions of Key Words

1. **Academic Year:** Two consecutive (one odd + one even) Semesters constitute one academic year.
2. **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
3. **Course:** Usually referred to, as ‘papers’ is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study etc. or a combination of some of these.
4. **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
5. **Credit Point:** It is the product of grade point and number of credits for a Course.
6. **Credit:** A unit by which the Course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
7. **Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various Courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
8. **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
9. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
10. **Programme:** An educational programme leading to award of a Degree, Diploma or certificate.
11. **Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by students in various courses

registered in a Semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.

12. Semester:

Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days in a Semester. The odd semester may be scheduled from July to December and even Semester from January to May/June.

13. Transcript and Detailed Grade

Range of Percentage of Marks	Letter Grade	Grade Points	Range of Grade Points	Classification
90 and above	O (Outstanding)	10	9-10	Outstanding
80 & above but less than 90	A+ (Excellent)	9	8 < 9	Excellent
70 & above but less than 80	A (Very Good)	8	7 < 8	1 st Div. with Distinction
60 & above but less than 70	B+ (Good)	7	6 < 7	1 st Division
50 & above but less than 60	B (Above Average)	6	5 < 6	2 nd Division
Above 40 but less than 50	C (Pass-Average)	5	Above 4 < 5	3 rd Division
35 To 40	P (Pass)	4	3.5 To 4	Pass
Below minimum pass marks	F (Fail)	0	-	-

Certificate/Statement (DGS): Based on the earned credit points, a Detailed Grade Certificate/Statement (DGS) shall be issued to all the registered students after every semester. The grade certificate/statement will display the Course details (Course code, its nomenclature, total credit points and letter grade) along with SGPA of that Semester and CGPA in the final semester.

19. Grading Method

The grading method for evaluating students' performance involves award, of grade according to the range of total marks in the course. The grade will be awarded based on marks out of 100, as depicted below:

Formula for Computation of SGPA & CGPA

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum (S_i \times C_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be worked up to 2 decimal points and mentioned in the DGS and transcripts.
- iv. Formula for calculation of aggregate pass percentage $CGPA \times 10$

Example

Course	Credit	Grade Letter	Grade Point Block	Range of Grade Points (Actual Grade Value as per marks obtd.)	Earned Credit Points (Credit \times Actual Grade Value)
Course 1	3	O	10	9.2	$3 \times 9.2 = 27.6$
Course 2	3	A+	9	8.2	$3 \times 8.2 = 24.6$
Course 3	4	A	8	7	$4 \times 7 = 28$
Course 4	3	B+	7	6.7	$3 \times 6.7 = 20.1$
Course 5	3	B	6	5.6	$3 \times 5.6 = 16.8$
Course 6	4	C	5	4.7	$4 \times 4.7 = 18.8$
	20				135.9

Thus, $SGPA = 135.9/20 = 6.79$

Similarly, suppose SGPA for 2nd, 3rd, and 4th semester are 7.85, 5.6 and 6.0 with credits 22, 24 and 22 respectively than for a two year programme, the CGPA will be computed as follows,

$$CGPA = \frac{20 \times 6.79 + 22 \times 7.85 + 24 \times 5.6 + 22 \times 6.0}{88} = 6.53$$

Formula for calculating percentage of marks

$$CGPA \times 10 \text{ e.g. } 6.53 \times 10 = 65.3$$

20. Other Provisions

- i. Nothing in this Ordinance shall debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
- ii. Any other provision not contained in the Ordinance shall be governed by the rule and regulations framed by the University from time to time.
- iii. All disputes shall Subject to Gurugram court Jurisdiction.

MASTER OF BUSINESS ADMINISTRATION

Scheme of Examination and Syllabi

SEMESTER-WISE COURSES IN MBA (Dual Specialisation)									
SEMESTER-1									
S. No.	Nomenclature of paper/course	Paper code	Course type	Scheme				Credits C(L-T-P)	
				T	I	P	TM		
1.	Perspectives Of Management	0205101	SEFC-1	75	25	-	100	4(4-0-0)	
2.	Quantitative Techniques for Management	0205102	SEFC-2	75	25	-	100	4(3-1-0)	
3.	Economics for Business Decisions	0205103	DSC-1	75	25	-	100	4(4-0-0)	
4.	Accounting for Managers	0205104	DSC-2	75	25	-	100	4(3-1-0)	
5.	Organisational Behaviour	0205105	DSC-3	75	25	-	100	4(4-0-0)	
6.	Business Environment	0205106	DSC-4	75	25	-	100	4(4-0-0)	
7.	1. Managerial Communication	Opt any one	0205107	SEEC-1	40	-	10	50	2(2-0-0)
	2. Effective Public Speaking & Presentation Skills		0205108						
SEMESTER-2									
S. No.	Nomenclature of paper/course	Paper code	Course type	Scheme				Credits C(L-T-P)	
				T	I	P	TM		
1.	Business Research	0205201	SEFC-3	75	25	-	100	4(4-0-0)	
2.	Operations Research	0205202	SEFC-4	75	25	-	100	4(3-1-0)	
3.	Human Resource Management	0205203	DSC-5	75	25	-	100	4(4-0-0)	
4.	Marketing Management	0205204	DSC-6	75	25	-	100	4(3-1-0)	
5.	Financial Management	0205205	DSC-7	75	25	-	100	4(4-0-0)	
6.	Operations & Supply Chain Management	0205206	DSC-8	75	25	-	100	4(4-0-0)	
7.	1. ICT Skills for Managers	Opt any one	0205207	SEEC-2	40	-	10	50	2(1-0-2)
	2. Computer Networks & Internet		0205208						
SEMESTER-3									
S. No.	Nomenclature of paper/course	Paper code	Course type	Scheme				Credits C(L-T-P)	
				T	I	P	TM		
1.	Business Laws	0205301	DSC-9	75	25	-	100	4(4-0-0)	
2.	Entrepreneurship	0205302	DSC-10	75	25	-	100	4(4-0-0)	
	1. Talent and Knowledge Management	Opt any Two	0205303	DSE-G1 HRM	75	25	-	100	4(4-0-0)
	2. Training & Executive Development		0205304						
	3. Counselling and Negotiating Skills for Manager		0205305						
	1. Consumer Behaviour	Opt	0205306	DSE-G2	75	25	-	100	4(4-0-0)
	2. Product & Brand Management		0205307						

3.	3. Marketing of Services	any Two	0205308	Marketing	75	25	-	100	4(4-0-0)
4.	1. Working Capital Management	Opt	0205309	DSE-G3 Finance	75	25	-	100	4(4-0-0)
	2. Financial Analysis & reporting	any	0205310		75	25	-	100	4(4-0-0)
	3. Audit and Assurance	Two	0205311		75	25	-	100	4(4-0-0)
5. 6.	1. International Trade Practices	Opt any Two	0205312	DSE-G4 IB	75	25	-	100	4(4-0-0)
	2. International Accounting & Reporting System		0205313		75	25	-	100	4(4-0-0)
	3. Foreign Exchange Management		0205314		75	25	-	100	4(4-0-0)
	1. Managing E-Business	Opt	0205315	DSE-G5 IT	75	25	-	100	4(3-0-1)
	2. System Analysis & Design	any	0205316		75	25	-	100	4(4-0-0)
	3. Database Management System	Two	0205317		75	25	-	100	4(3-0-1)
7.	1. Business Soft Skills	Op t an y on e	0205318	SEEC-3	40	10	-	50	2(2-0-0)
	2. Spirituality for Managerial Excellence		0205319						
8.	Corporate Internship- Report Evaluation		0205320	ELC-1	75	25	-	100	4(0-0-8)

SEMESTER-4

S. No.	Nomenclature of paper/course	Paper code	Course type	Scheme				Credits C(L-T-P)	
				T	I	P	TM		
1.	Strategic Management	0205401	DSC-11	75	25	-	100	4(4-0-0)	
2.	Corporate Governance & Business Ethics	0205402	DSC-12	75	25	-	100	4(4-0-0)	
3.	1. Performance and Compensation Management	Opt any Two	0205403	DSE-G1 HRM	75	25	-	100	4(3-1-0)
	2. Cross Cultural HRM		0205404		75	25	-	100	4(4-0-0)
	3. Strategic HRM		0205405		75	25	-	100	4(4-0-0)
4.	1. Retail Management	Opt any Two	0205406	DSE-G2 Marketing	75	25	-	100	4(4-0-0)
	2. Integrated Marketing Communication		0205407		75	25	-	100	4(4-0-0)
	3. International Marketing		0205408		75	25	-	100	4(4-0-0)
5.	1. Investment Analysis & Portfolio Management	Opt any Two	0205409	DSE-G3 Finance	75	25	-	100	4(4-0-0)
	2. Business Analysis and Valuation		0205410		75	25	-	100	4(4-0-0)
	3. Banking and insurance operations		0205420		75	25	-	100	4(4-0-0)
6.	1. International Financial Markets	Opt any Two	0205412	DSE-G4 IB	75	25	-	100	4(4-0-0)
	2. International Economic Organisation & regional Blocks		0205423		75	25	-	100	4(4-0-0)
	3. International Logistics		0205414		75	25	-	100	4(4-0-0)
	1. Managing IT-Enabled Services	Opt any Two	0205415	DSE-G5 IT	75	25	-	100	4(4-0-0)
	2. Business Intelligence		0205416		75	25	-	100	4(4-0-0)
	3. BPR & ERP		0205417		75	25	-	100	4(4-0-0)
7.	1. Competency development in Research	Opt any one	0205418	SEEC-4	40	10	-	50	2(2-0-0)
	2. Writing Research Article/Paper		0205419						
8.	Comprehensive Viva-Voce		0205422	SAC	-	-	100	100	4 Credit

MBA 1st Semester
Subject- Perspectives of Management
(Paper Code- 0202101)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management. Further, to give a broader understanding of the management concepts and techniques as a first step towards developing, executing talents of the would-be managers.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1.	Management: Concept, Nature and Importance; Management: Art and Science; levels of Management. Process & Functions of Management;	Digital and Classroom learning
2.	Evolution of Management Theory and Thought, General principles of Management- Henry Fayol, FW Taylor.	Digital Self learning
3.	Managers: Concept, Knowledge, and traits to be a good manager, Managerial skills & Role of Managers.	Digital and Classroom learning
4.	Management Metaphors; Managing in a global environment, Flexible Systems Management.	Digital and Classroom learning
5.	Social responsibility and managerial ethics	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Approaches to Business Management: Management by Design, Management by Exception, Management by walking around.	Digital Aided Learning
2.	Planning: nature, objectives, importance, scope and process of planning; types of plans; Operational and strategic planning – an overview; Concept & nature of MBO; Nature, Process & models of decision-making.	Digital and Classroom learning
3.	Function of organizing: Concept, Nature, Process of organizing; Organisational structure & Basic issues in organizing.	Digital and Classroom learning
4.	HR planning & staffing: Nature, Importance; Elements of staffing	Digital Self learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Directing Function: Concept & nature of direction and supervision; Sub-functions- Communication, Motivation.	Digital and Classroom learning
2.	Leadership; Nature, purpose, process & Approaches of Communication; Nature, purpose, process & methods of Motivation; Nature, purpose & process of leadership;	Digital and Classroom learning
3.	Personal characteristics of effective leaders; Understanding Leadership styles.	Digital Self learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Control function of Management: – concept and process.	Digital and Classroom learning
2.	Overview of control Techniques-PERT/CPM-Total Quality Management, Effective control system.	Digital and Classroom learning
3.	Impact of Digitalization and changing nature of Control function of Management.	Digital and Classroom learning

Suggested Readings

1. Principles management for BBA: Garg, R.K; Jeevansons Publications
2. Fundamentals of Management: Robbins, S.P. and Decenzo, D.A.; Pearson Education Asia
3. Fundamentals of Management: Chhabra, T.N; Sun India Publications
4. Management: Koontz, H and Wehrich, H; Tata McGraw Hill
5. Management: Stoner, J et. Al; New Delhi, PHI, New Delhi
6. Management: Robbins & Coulter; PHI, New Delhi

Note:

4. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
5. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
6. All questions will carry equal marks (15).

MBA 1st Semester
Subject- SEFC-2 Quantitative Techniques for Management
(Paper Code- 0205102)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: This course aims at equipping student with a broad based knowledge of quantitative techniques and statistical tools with emphasis on business applications.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Concept – Nature, Scope and importance of quantitative techniques – Applications of quantitative techniques in business decision making	Digital and Classroom learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples; Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance	Digital and Classroom learning

Suggested Readings

1. K. V. Sivayya and K. Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantitative Techniques, Vikas, ND
5. Shenoy, Sharma and Srivastava, Quantitative Techniques for Management, New Age, ND

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

COURSE SYLLABUS
M.B.A. - 1st Semester
ECONOMICS FOR BUSINESS DECISIONS
Course/Paper Code: 0205103

Credit: 4(4-0-0)

Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75

Internal Marks: 25

COURSE OBJECTIVES

The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions. This course intends to develop the concepts on Microeconomic variables, working of an economy at the micro level, and how business decisions are affected with the influence of micro variables in business.

COURSE CONTENTS

Unit-1:

S.N.	Topic	Identification of the Topic in Blended mode
2.	Introduction to Economics; Scope & Subject Matter of economics	Digital and Classroom learning
3.	Understanding Micro & Macro economics	Digital Self learning
4.	Economic Laws; Nature & Scope of Business (Managerial) Economics	Digital and Classroom learning
5.	Basic economic concepts & principles; Significance & Role of business economics in decision making.	Digital and Classroom learning
6.	Concept, nature & types of Economy; Concept of economic problem, Analysis of central problems of an economy.	Digital Self learning

Unit-2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Demand Analysis for business decisions: Concept, definitions, essential elements and nature of demand	Digital and Classroom learning
2.	Determinants or factors affecting demand, concept of demand function; Types of Demand	Digital Self learning
3.	Concept & explanation of the Law of Demand	Digital and Classroom learning
4.	Nature, importance of Elasticity of Demand	Digital and Classroom learning
5.	Consumer Behavior: Analyzing Consumer equilibrium	Digital Self learning

Unit-3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Theory of Production: Concept of production and factors of production	Digital and Classroom learning

2.	production function-concept	Digital Self learning
3.	Type of input-output relations in production function	Digital and Classroom learning
4.	Explanations of the laws of production, Nature and significance of economies and Diseconomies of scale	Digital and Classroom learning
5.	Properties of Isoquants; Theory of Supply & Law of Supply	Digital Self learning

Unit-4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Theory of Cost & cost curves	Digital and Classroom learning
2.	Types of costs and costs classifications	Digital Self learning
3.	Cost function; Role and Significance of Revenue in price analysis	Digital and Classroom learning
4.	Nature & types of Market, Break-even analysis	Digital and Classroom learning
5.	Price and Pricing; Pricing Decisions under different market conditions	Digital Self learning

Suggested Readings:

1. Business Economics: Lekhi, R.S; Kalyani Publishers
2. Business Economics: Ahuja, H.L.; S.Chand & company pvt.ltd
3. Business Economics application & Analysis: Kumar Raj; UDH Publishers & Distributors
4. Managerial economics: Dwivedi, D.N; Vikash Publishing House Pvt. Ltd.
5. Microeconomics for Management: Dholakia, Ravindera H; Oxford University Press
6. Microeconomics: for BBA: T. R. Jain; V K Publications

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 1st Semester
Subject- Accounting for Manager
(Paper Code- 0205104)

Max. Marks: 100 (75+25)

Credits: 4 (3-1-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The primary objective of the course is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

Unit 1- Management Accounting & E- Accounting

S.N.	Topic	Identification of the Topic in Blended mode
1	Concept of Accounting for Manager: nature & scope, management process, users of accounting information's	Digital and Classroom learning
2	Financial accounting V/S cost accounting V/s accounting for management, role of account in modern organisations.	Digital Self learning
3	GAAP: classifications, need, Accounting conservatism & limitations of accounting, Accounting Standards Governing Financial Statements;	Digital and Classroom learning
4	Accounting Policies; IFRS, Double entry Principles	Digital Self learning
5	E-Accounting (Tally Lab Work) - Getting acquainted with accounting software packages; Practical considerations about computerized accounting system using Tally accounting software package;	Digital and Classroom learning

Unit 2: Nature & types of Account & final account

S.N.	Topic	Identification of the Topic in Blended mode
1.	Nature & Types of accounts: accounting cycle, classification, rules of debit & credit, journal entry	Digital Self learning
2.	Ledger Account & trial balance: utility, relationship B/W journal & ledger, difference B/W journal & ledger, format of ledger, need & importance, rules of posting, trial balance importance, methods, format of trail balance	Digital and Classroom learning
3.	Accounting equation and Rules	Digital and Classroom learning

4.	Nature & Types of Subsidiary Books	Digital learning & Classroom learning
5.	Preparation of financial statements & Balance Sheet; format of Profit & loss, balance sheet & income statements	Digital learning & Classroom learning
6.	Final accounts: trading Account, profit & loss account & balance sheet format & questions	Digital learning & Classroom learning
7.	Accounts from Incomplete Records	Digital learning & Classroom learning
8.	Depreciation accounting: different methods of Depreciation accounting, straight line methods, written down value methods & annuity methods questions	Classroom learning

Unit 3: Cost Sheet Preparation & Marginal costing

S.N.	Topic	Identification of the Topic in Blended mode
1.	Elements of Cost: Cost Sheet Preparation	Digital learning & Classroom learning
2.	Marginal costing: Absorption Vs Marginal Costing – Cost – Volume – Profit Analysis – Cost Behavior	Digital Self learning
3.	Breakeven Analysis: Contribution Approach – Profit Planning;	Digital and Classroom learning
4.	Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing, Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision	Digital and Classroom learning

Unit 4: Budgeting

S.N.	Topic	Identification of the Topic in Blended mode
1.	Budgeting: Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term budgets	Digital and Classroom learning
2.	Cash Budget- Flexible Budget – Master Budget Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting	Digital and Classroom learning

Suggested Readings

1. Financial Accounting: Rajasekaran, V. V.; Pearson Education
2. Accounting for Management: Jawaharlal, , Himalaya, Mumbai
3. Financial Accounting: Tripathi, P.C; Pearson Education
4. Financial Accounting for BBA: S N Maheshwari & S. K. Maheshwari; Vikas Publishing

5. **Management Accounting: I. M. Pandey; Vikas Publishing House; ND**

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 1st Semester
Subject- Organisational Behaviour
(Paper Code- 0205105)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.

All questions will carry equal marks (15).

Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1.	Understanding Behaviour of People: The Concept, Nature and Significance of Human Behaviour.	Digital and Classroom learning
2.	Introduction to OB: Historical Perspective, Levels and Reasons for Studying OB.	Digital Self learning
3.	Approaches to and Importance, Framework for Learning OB, The Intricate Relation between Management Processes and OB, Globalization and OB.	Digital and Classroom learning
4.	Contemporary challenges before Managers.	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Micro focus of OB: Individual behaviour and processes: individual differences – values and attitudes, Workplace Attitudes, attitude formation and change.	Digital and Classroom learning
2.	Perception: Process, applications and Challenges	Digital and Classroom learning
3.	Relevance & significance of Personality; Learning, Reinforcement and Stress; work and family life stress; Work motivation	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Micro focus of OB: Interpersonal Dimensions of Behaviour: (The group): Introduction, Group Formation and Group Process, Work Group Behaviour, group dynamics, social loafing; Determinants of Group Behaviour; (The team): Introduction, Types and Characteristics of an Effective Team, Designing a Team & Team building –Team Wheel.	Digital and Classroom learning
2.	Role & Relevance of Organisational Processes and emerging issues: Organisational Communication.	Digital Aided Learning
3.	Decision-making, Leadership, Employee Empowerment and participation, Use of Power and Politics to manage effectively.	Digital and Classroom learning
4.	Managing Conflict and Negotiation; Assertive Behaviour - Interpersonal Orientations, Facilitating smooth relations, Stroking	Digital Self learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Macro focus of OB: Analysing and Understanding role and relevance of Organizational Structure and Design.	Digital and Classroom learning
2.	Managing Change and Innovation at work, Organizational Leadership, Organizational Climate & Culture Emerging aspects and cross-cultural issues in organizational Behaviour; Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication;	Digital and Classroom learning
3.	Impact of Digitalization and changing nature of Control function of Management.	Digital Self learning

Suggested Readings

1. Organisational Behaviour: S. S. Khanka; S. Chand Publishing
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, N. Delhi
3. Robbins, S.P., Organisational Behaviour, Prentice Hall of India, New Delhi
4. Organizational Behaviour Made Simple: Rumi Das Gupta; Notion Press
5. Organisation Behaviour: Upendra Rai; VK Global Publications
6. Luthans, Fred, Organisational Behaviour, McGraw Hill, New York

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 1st Semester
Subject- Business Environment
(Paper Code- 0205106)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.

All questions will carry equal marks (15).

Objective: The course aims to acquaint students with the issues of domestic and global environment in which business needs to operate, and to relate the impact of environment on business in an integrated manner.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1.	Understanding Dynamics of Business and Its Environment: Nature and structure of business environment; macro and micro indicators.	Digital and Classroom learning
2.	Frameworks for Evaluating the Business Environment: PESTEL Analysis, Porter's Five Forces Framework, Competitive Analysis; assessing risk in business environment.	Digital Self learning
3.	Business environment and strategic management; Society, Governance, and Business Environment: Corporate Environment and Governance.	Digital and Classroom learning
4.	Ethical Environment in Business; Social Responsibility of Business; Competitive Environment; Market Failure, Government Failure.	Digital and Classroom learning
5.	Business Environment; Emerging Trends and Contemporary Challenges	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Indian Business Environment: Nature of Indian Economic System; Critical analysis of Economic Reforms in India; Analyzing Govt. Policies: Economic Policy, Industrial Policy, Monetary & Fiscal policy; Current inflationary position and its impact on business environment. Macroeconomic Policy Environment: Issues and Influences.	Digital and Classroom learning
2.	Analysing Environment for the MSME sector; Current state of Industrial Sickness and remedial measures;	Digital and Classroom learning

	Trends in service sector growth; Contribution of FII and FDI in the development of economy of India.	
3.	Business opportunities in the rural sector; Export-Import and the Foreign Trade Policy; India's competitiveness in the world economy;	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	International Business and Environment: Nature and components of International Business Environment Framework for Understanding International Business Environment: Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country.	Digital and Classroom learning
2.	Legal Framework of International Business: Nature and Complexities; Trends in the world trade and economic growth.	Digital and Classroom learning
3.	Analysing the role and relevance of GATT and UNCTAD.	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Business Environment and the Rest-Of-The-World Sector: Trade Barriers and Strategy: Free Trade vs. Protection.	Digital Self learning
2.	International Financial Environment; Exchange Rate Environment; Balance of Payments; Globalization and Business; Global Principles and Codes for International Business; Trading Blocs.	Digital and Classroom learning
3.	International Economic Integration; WTO, IMF, World Bank: Role, Relevance and Impact on global environment and business strategy	Digital Aided Learning

Suggested Readings

1. Business Environment: B.N. Ghosh; Oxford University Press
2. Essentials of Business Environment: Aswathappa, K.; Himalaya Publishing House
3. Business Environment: Text & Cases: Francis Cherunilam; Himalaya Publishing House
4. Business Environment: Namita Gopal; TMH India
5. Business Environment: Text & Cases: Paul, Justin; McGraw Hill Education
6. Business Environment: Raj Agrawal; Excel Books

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks (15).

MBA 1st Semester
Subject- Managerial Communication
(Paper Code- 0205107)

Max. Marks: 50 (40+10)

Credits: 2

Time Allowed: 3 Hours

Note for Examiners and Students:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (10).

Objective: The course is aimed at equipping the students with necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1.	Communication in Business: Importance of Communication; Forms of Communication; Communication Network of the Organisation.	Digital and Classroom learning
2.	Process of Communication: Different Stages.	Digital Self learning
3.	Difference between Oral & Written Communication; Formal & Informal communication	Digital and Classroom learning
4.	Developing Managerial Communication strategy	Digital Aided Learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Oral Communication: Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication.	Digital and Classroom learning
2.	Oral Communication: Listening, Feedback, Telephonic Messages; Public Speaking and Presentation of Reports, PowerPoint Presentation, Body Language, Facial Expressions, Non-verbal Communication, emotional Intelligence.	Digital and Classroom learning
3.	Creativity in Oral Communication, Persuasive Communication; Communication through organizing various events like conferences, committee meetings, press meets, seminars, fests.	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Report Writing: Writing an Effective Report, Stages of Writing, Composing Business Messages, Style and Tone, Five Ws and one H of Report Writing; Planning and Types of Reports, Divisions, Numbering and use of Visual Aids.	Digital and Classroom learning
2.	Creativity in Written Communication, Use of Pictures, Diagrams in Written Communication;	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Business Communication: Writing Commercial Letters, Business Letter Format; Types of Letters - Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, email Messages, Proposals, Technical Articles, Telegrams, Telex Messages, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills.;	Digital and Classroom learning
2.	Routine Correspondence: Circulars, Drafting Notices, Handling Complaints, Evaluating Interview Performance, Articles, Formal Invitations; Proforma for Performance Appraisals, Letters of Appointment, Captions for Advertising, Company Notice related Shares, dividends, MoA, AoA, Annual Reports, Minutes of Meetings, Action taken on Previous Resolution.	Digital Aided Learning

Suggested Readings

1. Contemporary Business Communication, Scot Ober, Biztantra
2. Business Communication Today, Bovee, Thill & Schatzman, Pearson
3. Business skills, Nageshwar Rao and Rajendra Das, HPH
4. Business Communication, Mary Ellen Guffy, Thomson
5. Effective Technical Communication, M Ashraf Rizvi, TMH

Note:

4. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
5. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
6. All questions will carry equal marks (10).

COURSE SYLLABUS
M.B.A. - 1st Semester
EFFECTIVE PUBLIC SPEAKING & PRESENTATION SKILLS
Course/Paper Code: 0205108

Credit: 2 (2-0-0)
 Max. Marks: 50
 Exam Duration:
 02 Hrs External
 Marks: 40
 Internal Marks: 10

COURSE OBJECTIVES

This is a basic paper for Business Administration students to familiarize with speech communication which emphasizes the practical skill of public speaking, including techniques to lessen speaker anxiety, and the use of visual aids to enhance speaker presentations.

COURSE CONTENTS

Unit-1:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Introduction to Public Speaking: Concept, Nature and process of public speaking; approaches, styles and techniques of public speaking; Ethical Public Speaking, Managing Speech Anxiety; Anxiety Inventory	Digital and Classroom learning
2.	The Informative Speech; Becoming a Public Speaker, Preparing your Speech: Selecting a Topic and Purpose, Analyzing the Audience; Organizing the Speech	Digital Self learning
3.	Types of Organizational Arrangements, Outlining the Speech; Developing the Introduction, Developing the Conclusion; Developing Supporting Material, Locating Supporting Material, Using the Internet to Support your Speech	Digital and Classroom learning

Unit-2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Using Presentation Aids in the Speech, Designing Presentations Aids, Using Presentation Software; PowerPoint Demo Class/The Persuasive Speech	Digital and Classroom learning
2.	Developing Arguments, Organizing the Persuasive Speech; In-class audience analysis-persuasive speeches	Digital Self learning
3.	Using Language to Style the Speech; Methods of Delivery, The Voice/Body in Delivery	Digital and Classroom learning

Unit-3:

S.N.	Topic	Identification of the Topic
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		in Blended mode
1.	Presentation Skills: Preparation of presentation – 1st part – what, how, for whom, structure, principles and presentation technique, business presentation specifications, Report Writing, Developing Effective Presentation Skills	Digital and Classroom learning
2.	Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills	Digital and Classroom learning
3.	Slide Presentation: Craft your message, Make a visuals, Include proper Content of your presentation.	Digital and Classroom learning

Unit-4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Work with audience – ice-breaking, gets them in the mood, and work with emotions, visualization tools, and nonstandard situations Improvisation and unprepared presentations Personal typology, professional typology, social aspect, man-woman view	Digital and Classroom learning
2.	Feedback – appreciation and critique, Paradigm of human, stress management;	Digital and Classroom learning

NOTE: A minimum 10 Practice sessions must be conducted on Public speaking and presentation (Oral/PPT)

Suggested Readings:

1. Professional Communication Skills; Jain A K & et Al.; Sultan chand & Sons
2. Effective Presentation Skills; Robert B. Dilts; Meta Publications
3. Successful Presentation Skills; Andrew Bradbury; Kogan Page Publications
4. The Art of Public Speaking; Dale Carnegie; Prabhat Prakashan
5. The Quick and Easy Way to Effective Speaking; Dale Carnegie; Simon & Schuster

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section ‘A’ shall comprise of 05 short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (10).

BUSINESS RESEARCH

COURSE SYLLABUS

M.B.A. - 2nd Semester

Course/Paper Code: 0205201

Credit: 4(4-0-0) Max.Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

The student will be able to select a research topic, conduct initial research to develop appropriate problem statements, research questions, and hypotheses so that an appropriate research method can be selected. The student will also be able to develop a literature review and a research methodology based on the selected topic.

COURSE CONTENTS

Unit-1:

Sr. No	Topics	Mode of Learning
1.	Research: Nature & Objectives, Motivations in Research, Types of Research, Research Approaches, Significance of Research, Criteria of Good Research	Digital and Classroom Learning
2.	Models of Research; Role of Computer & Internet in Research; Threats and Challenges to Good Research; Ethical issues in research: Code of Ethics in Research, Ethics and Research Process, Importance of Ethics in Research	Digital and Classroom Learning
3.	Business Research: Nature, need and Objectives, Scope and managerial value of Business Research; Research Methodology: An Introduction; Research Methods vs. Research Methodology	Digital and Classroom Learning
4.	Research and Scientific Methods; Design & structure of research proposal; Current trends in Research: Mono-disciplinary Research, Trans-disciplinary Research and Interdisciplinary Research	Digital and Classroom Learning

Unit-2:

Sr. No	Topics	Mode of Learning
1.	Research Process: Basic Overview, Formulating the Research Problem, Defining the Research Problem	Digital Self/Aided Learning
2.	Research Questions; Literature Review: Review Concepts and Theories, Purpose of Review of Literature – Literature Search Procedure – Sources of Literature – Importance of Review of Literature	Digital and Classroom Learning
3.	Formulation of Hypothesis: Need for Hypothesis, Sources of Hypothesis, Characteristics of Hypothesis, Role & Functions of Hypothesis, Statistical Testing of Hypothesis	Digital and Classroom Learning
4.	Research Design: Essentials of Research Design–Nature and types of Errors in Research Design	Digital and Classroom Learning
5.	Sampling Design: Implications, Steps in Developing a Sampling Plan, Criteria for selecting a sample procedure, Characteristics of Good sampling Procedure, Types of Sampling: Probability Sampling, & Non probability Sampling	Digital and Classroom Learning

Unit-3:

Sr. No	Topics	Mode of Learning
1.	Data Collection: Determining data need & sources of data, Methods of data collection (Primary/secondary), Selection of appropriate method for data collection; Questionnaire design – Meaning - process of designing questionnaire	Digital and Classroom Learning
2.	Measurement and Scaling Techniques: Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling	Digital and Classroom Learning
3.	Processing and Analysis of Data: Processing Operations- Editing, Coding, Classification, Tabulation, Validation, Analysis	Digital and Classroom Learning
4.	Statistics in Research: Descriptive Statistics, Inferential Statistics, Elements / Types of Analysis; Interpretation of Data; An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis)	Digital and Classroom Learning

Unit-4:

Sr. No	Topics	Mode of Learning
1.	Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses	Digital and Classroom Learning
2.	Parametric and Non-Parametric Tests- t-test, z-test, f- test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory) ANOVA-one-way and two- way classification (theory only)	Digital and Classroom Learning
3.	Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation	Digital and Classroom Learning

Suggested Readings:

1. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay
2. Cooper, Donald R- and Pamel Schindler, Business Research Methods, Tata McGraw Hills, New Delhi
3. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
4. Sekran, Uma, Business Research Method, Miley Education, Singapore
5. Kothari, C.R., Research Methodology

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 2nd Semester
Subject- SEFC-4- Operation Research
(Paper Code- 0205202)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.	Digital and Classroom learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including travelling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.	Digital and Classroom learning

Suggested Readings

1. Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N. Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 2nd Semester
Subject- DSC-5- Human Resource Management
(Paper Code- 0205203)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and practices and organizational outcomes.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM	Digital Self learning
	Major functions of HRM - Principles of HRM Strategic importance of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system and role of HR Analytics, HR audit	Digital and Classroom learning
	International HRM; Economics of Human Resources	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis. Talent acquisition: recruitment and selection, career planning and succession planning, socialization and induction of new employees; Training and development: Training v/s development, Training v/s Education, Training Methods, Designing and administering training programme; executive	Digital and Classroom learning

	development programme, evaluation of T & D programme	
2.	Systematic Approach to Training	Digital Self learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, developing and instituting performance appraisal system, Potential appraisal; Compensation and rewarding performance: Objectives of Compensation Planning, Job Evaluation, determine compensation structure, pay for performance and incentive plans, ESOP, Executive compensation; Compensation Pay Structure in India;	Digital and Classroom learning

Unit 4: Monopoly

S.N.	Topic	Identification of the Topic in Blended mode
1.	Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions; Employee Grievances: Employee Grievance procedure	Digital and Classroom learning
2.	Grievances Management in Indian Industry, Employee Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees	Digital Self learning
3.	Industrial Relations – Importance; Industrial conflicts; Causes; Dispute settlement machinery; Employee Participation – Objectives; Forms of Employee Participation; Mergers and Acquisitions; Collective Bargaining – Concept; Process; Pre-requisites	Digital and Classroom learning
4.	Industrial Democracy and Employee Participation – Need for	Digital and Classroom learning

	industrial democracy; Pre – requisites for industrial democracy;	
5.	HR practices and Role in knowledge industry, Virtual organizations, Outsourcing HR functions, New trends in collective bargaining;	Digital Self learning

Suggested Readings

1. Denski/Griffin/Sarkar; Human Resources Management: A South Asian Perspective, Cengage Learning.
2. Rao V. S. P, Human Resource Management –Excel BOOKS
3. Lawrence S. Kleeman, Human Resource Management -, Biztantra
4. Dr. T.P Renuka Murthy, Human Resource Management –HPH
5. P. Subba Rao; Human Resource Management & Industrial relations; Himalaya Publishing House, Mumbai.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks (15).

MARKETING MANAGEMENT

COURSE SYLLABUS

M.B.A. - 2nd Semester

Course/Paper Code: 0205204

Credit: 4(3-1-0) Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

COURSE CONTENTS

Unit –I

Sr. No	Topics	Mode of Learning
1.	Understanding Marketing & Marketing Management- Nature and scope; Understanding the Marketing Process: Core Marketing Concepts, Analysing concept & nature of Marketing Planning, Marketing as an Exchange Process	Digital and Classroom Learning
2.	Marketing Management Process, Marketing Mix and Extended Mix for Services; Marketing Concepts & Corporate orientation towards marketplace;	Digital and Classroom Learning
3.	Scanning Marketing Environment; Marketing Information System & Marketing research; Marketing mix; Different environments and their influences on marketing	Digital and Classroom Learning
4.	Understanding the customer and competition; building and delivering customer value and satisfaction; retaining customers; Analysing concepts of Marketing myopia; Marketing Audit and Marketing Strategy	Digital and Classroom Learning

Unit -2

Sr. No	Topics	Mode of Learning
1.	Analyzing consumer markets and buyer behaviour: Understanding Consumer Behaviour, Different Types of Buying Motives, Different Buying Roles,	Digital and Classroom Learning
2.	Developing 7 O's Framework for Understanding Consumer Behaviour, Classification of Buying Behaviour, Consumer's Decision Process, Factors Influencing Consumer Behaviour, Business Market versus Consumer Markets	Digital and Classroom Learning
3.	Analyzing Business Markets and Business buying behaviour: Analyzing Industry and Competition, Competitive Advantage and Core Competence, Organizational Consumers, Buying Situations, Roles and Responsibility of Buying Centres, Organisational Buying Situations, Organisational Buyer's Decision Process, Influences on Buying Decisions	Digital and Classroom Learning
4.	Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies; Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning	Digital and Classroom Learning
5.	Branding - Concept of Branding, Types, Brand Equity, Branding strategies.	Digital Self/Aided Learning

Unit -3

Sr. No	Topics	Mode of Learning
1.	Managing the Product: Concept, product hierarchy, product line, product mix, product mix strategies	Digital and Classroom Learning
2.	Product life cycle and its strategies, New product development process; product mix and product line decisions;	Digital and Classroom Learning
3.	Product related Decisions- Branding decisions; Packaging decisions; Pricing strategies and programmes; managing marketing channels; wholesaling and retailing	Digital and Classroom Learning

Unit -4

Sr. No	Topics	Mode of Learning
1.	Marketing Communication: Advertising And Promotion: Developing and Managing Integrated Marketing Communication	Digital and Classroom Learning
2.	Communication Process, Models of Communication, Advertising – Types, Major Players in Advertising, Advertising Management Process, Sales Promotion, Public Relations, Publicity, Personal Selling, Direct Marketing, Digital Marketing, Word-of-mouth Communication	Digital and Classroom Learning
3.	Evaluation and control of marketing effort; Digital Marketing; Green marketing; Rural Marketing in India; International Marketing: Reasons for and benefits of going international; Entry strategies in international marketing	Digital and Classroom Learning

Suggested Readings:

1. Kotler Philip and Keller; Marketing Management; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, ND
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section ‘A’ shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 2nd Semester
Paper : FINANCIAL MANAGEMENT
(Paper Code- 0205205)

Credits: 4 (3-0-1)

Exam Duration :03 Hrs

Max. Marks: 100

External Marks:75

Internal Marks :25

Objective: The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1	Financial management: Overview of financial management, Scope and objectives of financial management – profit maximization and wealth maximization; changing role of finance managers.,	Digital and Classroom learning
2	Interface of Financial Management with other functional areas; Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing	Digital Self learning
3	Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only); Emerging Issues: Risk management,	Digital and Classroom learning
4	Behavioural finance and Financial engineering	Digital and Classroom learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Time Value of Money: Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity.	Digital and Classroom learning Classroom learning
2.	Simple interest & Compound interest, Capital recovery & loan amortization; Investment decisions importance, difficulties, determining cash flows,	Digital Aided Learning
3.	Methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method);	Classroom learning
4.	Cost of Capital Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) – Cost of retained earnings - Determination of Weighted average cost of	Digital and Classroom learning

	capital (WACC) and Marginal cost of capital;	
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Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered)	Digital and Classroom learning
2.	Leverages – Determination of operating leverage, financial leverage and total leverage	Digital Self learning
3.	Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered) and dividend models -Walter, Gordon & M.M. models.	Classroom learning
4.	Determinants of dividend policy	Digital Self learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Working capital management – Working Capital- meaning, need, determinants; estimation of working capital need; factors influencing working capital requirements –	Digital and Classroom learning
2.	Current asset policy and current asset finance policy	Digital Self learning
3.	Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management); management of cash, inventory and receivables.	Digital and Classroom learning

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K; Financial Management, Tata McGraw Hill, New Delhi
3. Chandra, Prasanna, Financial Management, TMH, New Delhi
4. Shashi K Gupta and R K Sharma, Financial Management, 8th Revised Edition, Kalyani Publishers
5. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks (15).

MBA 2nd Semester

Subject- OPERATIONS & SUPPLY CHAIN MANAGEMENT

(Paper Code- 0205206)

Max. Marks: 100 (75+25)

Credits: 4(4-0-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The objective of the subject is to explore the inter-linkage between operations management and supply chain management. The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems.

Unit 1- Operations Management

S.N.	Topic	Identification of the Topic in Blended mode
1	Operations Management: Introduction to operations Management; Factors affecting operation management, Decision making in operation Management	Digital Self learning
2	Operation strategies	Digital and Classroom learning
3	Demand Forecasting: Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process	Digital and Classroom learning

Unit 2: Facility Capacity

S.N.	Topic	Identification of the Topic in Blended mode
1.	Facility Capacity: Capacity Strategies; evaluation of capacity alternatives; analyzing capacity planning decisions; facility location; Factors, types and location planning methods, facility layout	Digital Self learning
2.	Operation facility layout: types and layout decision models, Material Handling and packaging and Managing Quality	Digital and Classroom learning
3.	JIT and Lean production in operations management.	Digital and Classroom learning

Unit 3: supply chain management

S.N.	Topic	Identification of the Topic in Blended mode
1.	supply chain management: Introduction to supply chain management; global optimization; future trends in supply chain management; increasing supply chain responsiveness	Digital learning & Classroom learning
2.	Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Logistic renaissance and logistics strategy & Decision Models, Logistic design and operational planning, network integration, managing operation across the supply chain.	Digital learning & Classroom learning

Unit 4: Procurement Process & E- Procurement

S.N.	Topic	Identification of the Topic in Blended mode
1.	Procurement Process: Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, The sourcing decision and strategies,	Digital and Classroom learning
2.	E- Procurement: E- Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain Management, performance measure measurement along supply chain, Social issues & Relationship development in S.C.M.	Digital and Classroom learning

Suggested Readings

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi

5. **Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi**

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

COURSE SYLLABUS

M.B.A. - 2nd Semester

ICT SKILLS FOR MANAGERS

Course/Paper Code: 0205207

Credit: 2 (1-0-2)

Max. Marks: 50 Exam Duration: 02 Hrs External Marks: 40

Practical Marks: 10

COURSE OBJECTIVES

This is a basic paper for Business Administration students to familiarize with computers, Information & Communication Technology and its applications in the relevant fields and exposes them to other related papers of ICT. By completing this course, students will develop the ability to create and store files using different software packages, including word processing or DTP, spreadsheet, database and presentation software. They will communicate effectively using email and will search the internet efficiently for information.

COURSE CONTENTS

1. **Digital self learning:** Introduction to Computers, characteristics and limitations of computer, Block diagram of Computer; servers and super computers, Computer components, storage devices; Types & Classification of computers; Analysing Computer software: Systems software, Application software, Utility software, Multimedia software, Software applications for Business Processes, Tax, Accounting & Financial Management ; An overview of Internet and World Wide Web; An overview of Information & Communication Technologies; Application of ICT in Management; Input and output devices, Types of Software: system software, Application software
2. **Digital aided learning:** Internet Research, Data and Information Management or Privacy and protection skills; Analysing Social Media Channels for Ecommerce Advertising; Need and Relevance of Cyber security Mechanisms and laws; Memory: Concept of primary & secondary memory, RAM, ROM, types of ROM, Cache Memory, and flash memory; Secondary storage devices: Sequential & direct access devices viz. magnetic tape, magnetic disk, optical disks i.e. CD, DVD, and virtual memory.
3. **Digital and classroom learning:** Computer Networks: LAN, MAN, WAN, router, switch, hub, repeater, bridge, gateway, modem; Overview of operating system: Definition, functions of operating system, types of operating system: multiprogramming, multitasking, multithreading, multiprocessing, time-sharing, real time, single-user & multi-user operating system; Computer Virus: Definition, types of viruses, Characteristics of viruses, anti-virus software.
4. **Classroom and lab learning:** Basic Computer Skills for Career Development: English & Hindi typing, MS-Office applications competencies, Software Installation and Uninstallation, Blogging and Content Writing Skills, Computer Lab work- Learning Basic and Advance skills for Management: Developing competencies in MS Word, MS-Excel, MS-PowerPoint DBMS & RDBMS applications, Accounting software Tally, working with SPSS for Business Research; Integrating information from MS-Excel and MS-Access; Learning to create Blog; Analysing social media platforms for business: Twitter, LinkedIn, Facebook, YouTube, Google+, Pinterest, Foursquare and Instagram;

Suggested Readings:

1. Fundamentals of Computers –P. K. Sinha; BPB Publication
2. Fundamentals of computers –V Rajaraman; Prentice Hall of India
3. Introduction to Information Technology: Leon and Leon; Leon Tech World
4. Information Technology in Business Management: Mukesh Dhunna & and J. B. Dixit; Laxmi Publications, New Delhi.
5. Computer Applications in Business Management: Versha Mehta, N. Kumar; Anmol Publications

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (10).

M.B.A. - 2nd Semester

COMPUTER NETWORKS & INTERNET

Course/Paper Code: 0205208

Credit: 2 (1-0-2)

Max. Marks: 50

Exam Duration: 02 Hrs

External Marks: 40

Practical Marks: 10

COURSE OBJECTIVES

The primary objective of the course is to familiarize the students with technologies like networking and internet and to build skills in applying these technologies to various business processes.

COURSE CONTENTS

5. **Digital self learning:** Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing).
6. **Digital aided learning:** Concepts of data transmission, half-duplex transmission, modems, client server computing, Introduction to OSI, TCP/IP reference models, cryptography. Networked economy; Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks. Infrastructure of networked economy; Hardware, Software, sharing information and resources through networks, LAN WAN, and wireless networks,
7. **Digital and classroom learning:** Privacy and ethical issues in networked economy; treats to privacy, protecting privacy, ethical issues in networked economy, social and economic issues in networked economy, health issues in networked economy, future of the networked economy. Applications of networks in information sharing and dissemination: applications in banking, e-governance, ticket reservation etc.
8. **Classroom and lab learning:** HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page, Web Designing in HTML, Internet surfing.

Suggested readings:

1. McKeown, Information Technology and the Networked Economy, Thomson Learning
2. Forouzan, Data Communication & Networking, TMH, Delhi.
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Tannenbaum, Computer Networks, PHI, Delhi.
5. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
6. Molly, Using HTML 4, PHI, Delhi.
7. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (10).

MBA 3rd Semester
Subject- BUSINESS LAWS (Paper Code 0205301)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The objective of the course is to acquaint the students with the concepts of microeconomics dealing with consumer behaviour. The course also makes the student understand the supply side of the market through the production and cost behaviour of firms.

Unit 1-

S.N.	Topic	Identification of the Topic in Blended mode
	Law of Contracts: Indian Contract Act, 1872 - Nature and Kinds of Contracts - Offer and Acceptance - -	Digital and Classroom learning
	Considerations - Capacity to Contract	Digital Self learning
	Quasi Contracts - Discharge of Contracts - Breach of Contracts.	Digital and Classroom learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Sale of Goods Act, 1930: Nature of Contract of Sale - Agreement to Sell , Performance of Contract of Sale - Sale by Non-owners - Auction Sale.	Digital and Classroom learning
2.	Goods - Price - Conditions and Warranties	Digital and Classroom learning
3.	- Doctrine of Caveat Emptor - Transfer of Ownership - Rights of Un-paid Seller	Digital Self learning

Unit 3: Negotiable Instrument Act, 1881

S.N.	Topic	Identification of the Topic in Blended mode
1.	Nature and Requisites of Negotiable Instrument - Transfer of Negotiable Instruments	Digital and Classroom learning
2.	Holder and Holder-in-Due Course - Promissory Note	Digital and Classroom learning

	- Bill of Exchange - Negotiation and Liability of Parties -	
3.	- Special Rules for Cheques and drafts - Discharge of Negotiable Instruments.	Digital Self learning

Unit 4: Company Law

S.N.	Topic	Identification of the Topic in Blended mode
1.	Nature and Types of Companies - Formation of a Company - Memorandum and Articles of Association -	Digital and Classroom learning
2.	Prospectus - Appointment, Power and Duties of Directors -	Digital and Classroom learning
3.	Meetings and Resolutions - Winding up of a Company.	Digital and Classroom learning
4.	Industrial Law: Factories Act, 1948 - Payment of Wages Act, 1936 - Payment of Bonus Act, 1965 - Minimum Wages Act, 1948 - Industrial Disputes Act, 1947 - Workmen Compensation Act, 1923. (An overview)	Digital Self learning

References

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

Note:

4. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
5. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
6. All questions will carry equal marks (15).

ENTREPRENEURSHIP

COURSE SYLLABUS

M.B.A. – 3rd Semester

Course/Paper Code: 0205302

Credit: 4 (4-0-0)

Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. To understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

COURSE CONTENTS

UNIT-1

Sr. No	Topics	Mode of Learning
1.	Meaning of entrepreneur – Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Entrepreneur- an emerging class	Digital and Classroom Learning
2.	Concept of Entrepreneurship – Evolution of Entrepreneurship - Development of Entrepreneurship – Entrepreneurial Culture - Stages in entrepreneurial process	Digital Self/Aided Learning
3.	Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan – Final Project Report with Feasibility Study - preparing a model project report for starting a new venture	Digital and Classroom Learning

Unit-2

Sr. No	Topics	Mode of Learning
1.	Small industry financing developing countries - A brief overview of financial institutions in India	Digital and Classroom Learning
2.	Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO	Digital Self/Aided Learning
3.	Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India	Digital and Classroom Learning

Unit-3

Sr. No	Topics	Mode of Learning
1.	Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business – strategies for improving the capability of family business - improving family business performance	Digital and Classroom Learning
2.	The nature of international entrepreneurship - Importance of	Digital and

	international business to the firm - International versus domestic entrepreneurship	Classroom Learning
3.	Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade	Digital and Classroom Learning

Unit-4

Sr. No	Topics	Mode of Learning
1.	Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists	Digital and Classroom Learning
2.	Social enterprise-need - types – characteristics and benefits of social enterprises-Social entrepreneurship – Rural entrepreneurship-need and problems of rural entrepreneurship – challenges and opportunities-Role of government	Digital and Classroom Learning
3.	Make in India, Smart India, Digitalized India. Case studies in Entrepreneurship Development.	Digital Self/Aided Learning

Suggested reading:

1. Fundamentals of Entrepreneurship Paperback – 2013, by Nandan H

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester
Subject- DSE-G1- Talent and Knowledge Management
(Paper Code- 0205303)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

3. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
4. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To prepare students for talent and knowledge management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Meaning and importance of talent management, Talent management grid, Creating talent management system, Strategies of talent management, Competency model, Competency mapping,	Digital and Classroom learning
	Role of leaders in talent management, Talent management and competitive advantage.	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Elements of knowledge management, Advantages of knowledge management, Types of knowledge: Tacit and Explicit.	Digital and Classroom learning
2.	Knowledge management in learning organisations. Managing knowledge workers.	Digital Self learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Knowledge management process, Approaches to knowledge	Digital and Classroom learning

	management: Knowledge management solutions, knowledge creation, knowledge sharing, knowledge dissemination, knowledge management life cycle, Nonaka's model of knowledge.	
2.	Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.	Digital Self learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Knowledge management strategies: Aligning individual needs with organisation, Reward system for knowledge management, knowledge audit, Benchmarking, Balance score card, Gap analysis.	Digital and Classroom learning

Suggested Readings

1. Knowledge Management, Elias M Awad, Hassan M Ghaziri, PHI, 3rd Edition.
- Knowledge Management in Theory and Practice, KimizDalkir, 2nd Edition, PHI.
- Knowledge Management: Tool for Business Development, Dr. B. Rathan Reddy, Himalaya Publishing House.
- Knowledge Management, Sudhir Warier, Vikas Publishing House.
- Knowledge Management, RatnajaGogula, ICFAI University Press, 2002.
- Handbook on knowledge management, Holsapple, Springer Verlag, 2003.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester
Subject- DSE-G1- Training and Executive Development
(Paper Code- 0205304)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Unit 1- Introduction to Employee learning and Development

S.N.	Topic	Identification of the Topic in Blended mode
	Learning, Meaning and significance, The Forces Influencing Working and Learning, learning theories-Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, The Learning Process, Mental and Physical Processes, The Learning Cycle,	Digital and Classroom learning
	Classification of learning capabilities, pedagogy and the basic principles of learning, Instructional Emphasis for Learning Outcomes.	Digital Self learning

Unit 2- Training and Learning

S.N.	Topic	Identification of the Topic in Blended mode
1.	Introduction, Relationship, meaning, Designing Effective Training, Strategic Training, Work Environment, characteristics influencing transfer of training,	Digital and Classroom learning
2.	Organizational environments encouraging transfer	Digital Self Learning

Unit 3: Training Needs Analysis

S.N.	Topic	Identification of the Topic in Blended mode
1.	Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design	Digital and Classroom learning

	and development, principles of training design, design process, identifying the training objectives	
2.	Determining structure, content, duration, method, learning activities	Digital Self learning

Unit 4: Training implementation & Methods

S.N.	Topic	Identification of the Topic in Blended mode
1.	Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer	Digital Self learning
2.	Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods	Digital and Classroom learning
3.	Technologies for Training, Learning Management Systems (LMSs), Systems for Training Delivery, Choosing New Technology Training Methods. Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues.	Digital and Classroom learning
2.	Training aids. Training Evaluation-Meaning, Reasons for Evaluating Training and significance of training evaluation Evaluation Practices in different organizations, Measuring Human Capital and Training Activity.	Digital Self learning

Suggested Readings

1. Denski/Griffin/Sarkar; Human Resources Management: A South Asian Perspective, Cengage Learning.
2. Rao V. S. P, Human Resource Management –Excel BOOKS
3. Lawrence S. Kleeman, Human Resource Management -, Biztantra
4. Dr. T.P Renuka Murthy, Human Resource Management –HPH
5. P. Subba Rao; Human Resource Management & Industrial relations; Himalaya Publishing House, Mumbai.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester

Subject- DSE-G1- Counselling and Negotiating Skills for Managers

(Paper Code- 0205305)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

Unit 1- Negotiation

S.N.	Topic	Identification of the Topic in Blended mode
	Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. International and Cross Cultural Negotiation: Context and Concept,	Digital and Classroom learning
	Influence of Culture on Negotiation.	Digital Self learning

Unit 2- Negotiation Sub processes

S.N.	Topic	Identification of the Topic in Blended mode
1.	Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation? Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA.	Digital and Classroom learning

Unit 3: Counselling

S.N.	Topic	Identification of the Topic in Blended mode
1.	Counselling: Context, Concept and objectives, Influence of Culture on Counselling. Skills of Counselling. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Counselling.	Digital and Classroom learning

2.	Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Counselling.	Digital Self learning
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Unit 4: Emergence & Growth of Counselling

S.N.	Topic	Identification of the Topic in Blended mode
1.	Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process: Steps in Counselling Process.	Digital and Classroom learning

Suggested Readings

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. . Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

Specialization-Marketing**CONSUMER BEHAVIOUR****COURSE SYLLABUS****M.B.A. – 3rd Semester****Course/Paper Code: 0205306**

Credit: 4 (4-0-0) Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENTS**UNIT-I**

Sr. No	Topics	Mode of Learning
1.	Marketing research - nature and scope - objectives	Digital and Classroom Learning
2.	exploratory research - descriptive research - research design	Digital and Classroom Learning

UNIT-II

Sr. No	Topics	Mode of Learning
1.	Research process - data collection - primary and secondary data - questionnaire construction technique	Digital and Classroom Learning
2.	sampling - data processing and analysis - report presentation	Digital and Classroom Learning

Research process - data collection - primary and secondary data - questionnaire construction technique - sampling - data processing and analysis - report presentation.

UNIT-III

Sr. No	Topics	Mode of Learning
1.	Consumer behaviour - models of consumer behaviour - market segmentation	Digital and Classroom Learning
2.	consumer buying decision process - need recognition - search and evaluation - purchasing - post-purchase behaviour - product adoption	Digital and Classroom Learning

UNIT-IV

Sr. No	Topics	Mode of Learning
1.	Environmental factors influencing consumer behaviour - cultural factors - social factors - social groups - economic factors - technological factors - personal influence - opinion leadership	Digital and Classroom Learning

2.	Individual determinants of consumer behaviour - Motivation and involvement - information processing - learning personality and self-concept - attitude theories and change	Digital and Classroom Learning
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References

1. Joseph Hair, Robert Bush & David Ortinau, Marketing Research, Tata McGraw Hill Publishing Company, New Delhi.
2. Paul Green, Donald Tull and Gerald Albaum, Research for Marketing Decision, Prentice Hall of India.
3. Nargundkar, Marketing Research, Tata McGraw Hill Publishing Company, New Delhi, 2002.
4. David J. Loudon and Albert J Della Bitta, Consumer Behaviour, Tata McGraw Hill Publishing Company, New Delhi, 2002.
5. John C Mower and Michael Monor, Consumer Behaviour, Prentice Hall of India (P) Ltd, New Delhi, 1988.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

M.B.A. – 3rd Semester
PRODUCT AND BRAND MANAGEMENT
Course/Paper Code: 0205307

Credit: 4 (4-0-0)

Max. Marks: 100(External Marks: 75/Practical Marks: 25)

Exam Duration: 03 Hrs

COURSE OBJECTIVES

The objective of this course is to learn fundamentals of Product and Brand Management. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc.

COURSE CONTENTS

Unit-1 Introduction to Product

Sno.	Topic	Identification of Topic in blended mode
1	Introduction to Product: Competition & Product Strategy	Digital and class room learning
2	Product in theory & in practice product portfolio	Digital self learning
3	Product life cycle	Digital Aid/class room learning

Unit-2 Product Management

Sno.	Topic	Identification of Topic in blended mode
1	Product Management & New Product Development: New product development process	Digital and class room learning
2	New product strategy, commercialization, managing Growth	Class room learning/Digital Aid learning
3	Managing the mature product.	Digital self learning

Unit-3 Branding

Sno.	Topic	Identification of topic in blended mode
1	Branding & Brand Management The concept of Brand Equity, Creating brands in a competitive market	Digital and class room learning
2	Brand Positioning and Brand Associations	Digital & Classroom learning
3	Using Brand Elements to create brand equity	Digital self learning
4	Leveraging Secondary Brand Associations	Digital self learning

Unit-4 Brand Equity

Sno .	Topic	Identification of Topic in blended mode
1	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies	Digital and class room learning
2	Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries	Digital self learning
3	Developing a Brand Equity Management System	Digital Aid learning
4	Measuring Sources of Brand Equity and Brand Equity measurement approaches	Digital class room/Aid learning

Text Book

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
7. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
8. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001.

M.B.A. – 3rd Semester MARKETING OF SERVICES

Course/Paper Code: 0205308

Credit: 4 (4-0-0)

Max. Marks: 100(External Marks: 75/Practical Marks: 25)

Exam Duration: 03 Hrs

Course Objective

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENTS

Unit-1: Introduction of Service:

Sno	Topic	Identification of the Topic in Blended mode
1	Meaning and Characteristics of Services; Goods and services comparative analysis, classification of services, Types of services	Digital and class room learning
2	Reason for growth of service sector, Difference between goods and services	Digital self learning
3	Reason for growth of service sector, Difference between goods and services, The '7 Ps of Services; Expectations and perceptions of a service;	Class room learning
4	Expectations and perceptions of a service; Core and augmented service; Empowerment;	Digital and class room learning
5	Criticism of the new service management school of thought; problems of service organization	Digital self learning

Unit II: Marketing Strategies

Sno.	Topic	Identification of Topic in Blended mode
1	Strategies for service marketing, Service Design: The concept of design; Classification of service: a design issue	Digital class room learning
2	Objects of the service processes, Customer contact; service blueprint	Digital class room learning
3	Service Quality: Definitions of quality, Implications for service quality	Digital self learning
4	Standards; The Gaps Model of Service Quality; Determinants for service quality	Digital class room learning

Unit-3: Relationship marketing

Sno	Topic	Identification of Topic in Blended mode
1	Relationship marketing, Reasons for to keep and improve relationship with customers, 5 E's of relationships marketing	Digital class room learning
2	Need of relationship marketing, , Application of relationship marketing	Digital self learning
3	Demand and Capacity Management: The basic problem: perish ability; Demand- supply management / reduce mismatch between supply and demand; Employee empowerment	Digital class room learning
4	customer involvement in service	Digital Aid learning

Unit-4: Branding of services

Sno.	Topic	Identification of Topic in Blended mode
1	Branding of services, Brand loyalty, Advertising of services, Service Communications: Integrated marketing communications	Digital class room learning
2	The role for communications; Key communication variables	Digital self learning
3	Corporate identity; Monitoring and Evaluating the Service: Customer satisfaction evaluation; Customer complaints management system	Digital class room learning
4	Service recovery; Effective complaint-handling procedures; Guarantees; Customer defections	Digital class room learning

Suggested Readings:

Peter Mudie and Angela Pirrie: Services Marketing Management, Elsevier Ltd.

Audrey Gilmore. Services Marketing and Management. SAGE

K. Douglas Hoffman and John E.G. Bateson. Services Marketing – Concepts, Strategies and Cases. Cengage

Steve Baron and Kim Harris. Services Marketing – Text and Cases. Macmillan

R.Srinivasan. Services Marketing : The Indian Context. PHI

Ravi Shanker. Services Marketing. Excel

Rama MoahanaRao. Services Marketing. Pearson

Lovelock. Services Marketing. Pearson

Harsh V. Verma. Services Marketing. Pearson

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

Specialization-Finance

COURSE SYLLABUS

M.B.A. – 3rd Semester

WORKING CAPITAL MANAGEMENT

Course/Paper Code: 0205309

Credit: 4 (4-0-0)

Max. Marks: 100

Exam

Duration 03 Hrs

External Marks:

75

Practical Marks: 25

COURSE OBJECTIVES

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENTS

Unit 1- Management of working capital

S.N.	Topic	Identification of the Topic in Blended mode
1	Meaning of working of capital - Need for working capital	Digital and Classroom learning
2	Determinants of working capital	Digital Self learning
3	Permanent and Variable working capital assets	Digital and Classroom learning
4	Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach	Digital and Classroom learning
5	Types of working capital	Digital Self learning

Unit 2: Accounts receivables management.

S.N.	Topic	Identification of the Topic in Blended mode
1.	Formulation of credit and collection policies	Digital and Classroom learning
2.	Designing of credit terms - Discount, the discount period and the credit period	Digital Self learning
3.	Collection policies and procedures	Digital and Classroom learning
4.	Cost benefits analysis - Trade off	Digital and Classroom learning
5.	Evaluation of existing and proposed policies.	Digital Self learning

Unit 3: Inventory management.

S.N.	Topic	Identification of the Topic in Blended mode
1.	Objective of Inventory - Need for Inventories and the importance of its Management	Digital and Classroom learning
2.	Determination of optimum level of inventory	Digital Self learning
3.	Types of Inventory - Inventory Models - Order Quantity	Digital and Classroom learning
4.	E.O.Q. Model - Order point - Safety Stock	Digital and Classroom learning

5.	Analysis of investment in inventory - ABC Analysis.	Digital Self learning
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Unit 4: Management of Cash Marketable Securities.

S.N.	Topic	Identification of the Topic in Blended mode
1.	Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management.	Digital and Classroom learning
2.	Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover	Digital and Classroom learning
3.	Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages. Integrating Working Capital and Capital investment processes	Digital Self learning
4.	Monetary system; Money market in India	Digital Self learning
5.	Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance	Digital and Classroom learning
6.	Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations.	Digital and Classroom learning
7.	Regulation of the bank credit.	Digital Self learning

Suggested Readings:

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Scherr F.C: Modern Working Capital Management, New Delhi, Prentice Hall of India, 1995.

Reference Books

1. Hampton J.J & C.L. Wagner: Working Capital Management, New Delhi, John Willey & Sons, 1996.
2. Rao P.M.: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga vithal: Financial Accounting for Management; Text and Cases; New Delhi, Macmillan India Ltd., 2001.

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester
Paper : Financial Analysis & Reporting
(Paper Code- 0205310)

Credits: 4 (3-0-1)
Exam Duration :03 Hrs
Max. Marks: 100
External Marks:75
Internal Marks :25

Objective: Financial reporting and analysis is a course that will prepare you to understand the business strategy and its financial implications. Familiarly use accounting terminology and understand to some extent accounting regulation and understand the economic context of the financial reporting and the interplay between different interested parties in this process.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1.	Introduction to financial analysis: Nature and purpose of financial accounting. Accruals, Fair- value accounting.	Digital and Classroom learning
2.	Reporting environment.	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Analysis of financial decisions: Liabilities. Leases. Postretirement benefits.	Digital and Classroom learning
2.	Off-balance sheet financing.	Digital and Classroom learning
3.	Accounting for contingencies and commitments.	Digital Self Learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Analysis of investment decisions: Current assets. Inventories. Long-term assets. Depreciation.	Digital and Classroom learning
2.	Intangible assets. Inter- corporate investment.	
3.	Income measurement. Nonrecurring items. Revenues recognition. Deferred charges. Income taxes.	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Profitability analysis: Importance of return on invested capital. Accounting drivers of performance. Reclassification of financial information. Return decomposition.	Digital and Classroom learning
2.	Leverage and suppliers. Financial position and profitability. Forecasting.	Digital and Classroom learning
3.	Earnings management. Conservative and aggressive accounting practices. Industry- specific manipulations	Digital Self learning

Suggested Readings:

1. R Narayanaswamy - "Financial Accounting" - A managerial Perspective", Prentice Hall of India 2011
2. SN Maheshwari - Principles of Management Accounting, sultan chand and sons 2006
3. Gerald I White, Ashipaul C. Sondhi, Dov Fried - "The analysis and use of financial statements, wiley student edition, third edition, 2004.

MBA 3rd Semester
Subject- Audit & Assurance
(Paper Code- 0205311)

Max. Marks: 100 (75+25)

Credits: 4 (4-0-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards and to give an overview of the principles of Corporate Governance and Corporate Social Responsibility

Unit 1- Auditing:

S.N.	Topic	Identification of the Topic in Blended mode
1	Auditing: Introduction, Meaning, Objectives, Basic Principles and Techniques;	Digital Self learning
2	Classification of Audit: Audit Planning, Internal Control – Internal Check and Internal Audit	Digital and Classroom learning
3	Audit Procedure – Vouching and verification of Assets & Liabilities.	Digital and Classroom learning

Unit 2: Audit of Companies

S.N.	Topic	Identification of the Topic in Blended mode
1.	Audit of Companies: Audit of Limited Companies: Company Auditor- Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties Auditor’s Report- Contents and Types. Liabilities of Statutory Auditors under the Companies Act 2013	Digital and Classroom learning

Unit 3: Cost audit, Tax audit, and Management audit

S.N.	Topic	Identification of the Topic in Blended mode
1.	Cost audit: aspects, purpose, types, useful, stages functions of cost audit.	Digital and Classroom learning
2.	Tax audit : aspects, purpose, types, useful of tax audit	Digital Self learning
3.	Management audit: pre conditions, difference B/W cost & management audit, need, scope, management audit work, stages in management audit.	Digital & Classroom learning

Unit 4: EDP Environment

S.N.	Topic	Identification of the Topic in Blended mode
1.	EDP Environment: Basic considerations of audit in EDP Environment; Auditing Standards; process of auditing in IT environment,	Digital and Classroom learning

Suggested Readings:

1. Ravinder Kumar and Virender Sharma, *Auditing Principles and Practice*, PHI Learning
2. Aruna Jha, *Auditing*. Taxmann Publication.
3. A. K. Singh, and Gupta Lovleen. *Auditing Theory and Practice*. Galgotia Publishing Company.
4. Anil Kumar, *Corporate Governance: Theory and Practice*, Indian Book House, New Delhi
5. MC Kuchhal, *Modern Indian Company Law*, Shri Mahavir Book Depot. (Publishers). (Relevant Chapters)
6. KV Bhanumurthy and Usha Krishna, *Politics, Ethics and Social Responsibility of Business*, Pearson Education
7. N Balasubramanian, *A Casebook on Corporate Governance and Stewardship*, McGraw Hill Education
8. B.N. Ghosh, *Business Ethics and Corporate Governance*, McGraw Hill Education
9. S K Mandal, *Ethics in Business and Corporate Governance*, McGraw Hill Education
10. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press
11. Christine Mallin, *Corporate Governance (Indian Edition)*, Oxford University Press
12. Relevant Publications of ICAI on *Auditing* (CARO).
13. Sharma, J.P., *Corporate Governance, Business Ethics, and CSR*, Ane Books Pvt Ltd, New Delhi

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester **Subject- International Trade Practices**

(Paper Code- 0205312)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To introduce the students to an overall view of International Trade and Elements of Trade Environment.

Unit 1-

S.N.	Topic	Identification of the Topic in Blended mode
	Trade: Domestic Vs International	Digital and Classroom learning
	Advantages of International Trade	Digital Self learning
	International Business Environment (IBE) - Elements of IBE	Digital and Classroom learning
	Trade in Services	Digital and Classroom learning
	Importance of understanding IBE	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Free Trade Vs Protection	Digital and Classroom learning
2.	Barriers to Trade - Tariff & Non-tariff barriers	Digital and Classroom learning
3.	GATT – Origin, objectives, structure and functions	Digital and Classroom learning
4.	WTO – Origin, objectives, structure and functions	Digital Self learning
5.	GATS– Origin, objectives, structure and functions	Digital and Classroom learning
6.	TRIPS – UNCTAD - Objectives, structure and functions	Digital and Classroom learning
7.	GSP & GSTP.	Digital Self learning

Unit 3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	International Economic Groupings: Meaning and stages in their evolution	Digital and Classroom learning
2.	Regional Trading Agreements - Important economic groupings - EU, NAFTA, SAFTA	Digital and Classroom learning
3.	Regional Trading Agreements - Important economic groupings - , BIMSTEC, ASEAN	Digital and Classroom learning
4.	Cartels: Its impact on World Trade	Digital Self learning

Unit 4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Multinational Corporations (MNCs): Stages in Internationalization of a firm - Emergence, definition, characteristics & classification of MNCs - merits & demerits of MNCs	Digital and Classroom learning
2.	Regulation of MNCs - MNCs and International Business.	Digital and Classroom learning
3.	Globalization and Knowledge Economy: Concept of Intellectual Property -IPRs and TRIPS - forms of IPRs: Patents, Trademarks, Copyrights, Designs & Geographical Indications	Digital and Classroom learning
4.	World Intellectual Property Organization (WIPO) and World Trade Organization (WTO) - Developments in India in the field of IPRs.	Digital Self learning

Suggested Readings:

Text Book Francis Cherunilam, International Business Text & Cases, 4th Revised Edition, Prentice Hall of India, New Delhi, 2007.

1. International Business, P. Subba Rao, 2nd Edition, Himalaya Publishing House, Mumbai, 2010.

2. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2005

3. Francis Cherunilam, A Concise Text Book of International Trade, 1st Edition, Himalaya Publishing House, Mumbai, 2005.

4. V. Neelamegam, International Trade, 1st Edition, Vrinda Publications, New Delhi, 2010.

Note:

- Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
- Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
- All questions will carry equal marks (15).

MBA III Semester
Subject- International Accounting and Reporting System

(Paper Code- 0205313)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Accounting Standards: Meaning, Objectives	Digital and Classroom learning
	Benefits, Scope; Stages and Process of Standards settings in India	Digital Self learning
	Accounting Standards issued by ICAI	Digital and Classroom learning
	Compliance and Applicability of Accounting Standards in India	Digital and Classroom learning
	The Companies (Indian Accounting Standards) Rules, 2015	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	International Financial Reporting Standards: Meaning, History, Objectives, Scope	Digital and Classroom learning
2.	Convergence of Indian Accounting Standards with IFRS	Digital and Classroom learning
3.	Current Status and Challenges;	Digital and Classroom learning
4.	IASB: History, Objectives, Scope	Digital Self learning
5.	FASB: History and its Pronouncements	Digital and Classroom learning
6.	Harmonization in Accounting and Reporting.	Digital and Classroom learning

Unit 3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Financial Disclosures and Reporting: Objectives and Concepts	Digital and Classroom learning
2.	Developments on Financial Reporting Objectives: True blood Report, Corporate Report, Stamp Report	Digital and Classroom learning
3.	IASB's and FASB's Conceptual Framework, Corporate Annual Report,	Digital and Classroom learning
4.	Segment Reporting and Interim Financial Reporting.	Digital Self learning

Unit 4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Financial Reporting by Mutual funds, Non-banking finance companies	Digital and Classroom learning
2.	Merchant bankers Contemporary Issues in Accounting:- Human Resource Accounting,	Digital and Classroom learning
3.	Corporate Social Reporting, Forensic Accounting and Reporting	Digital and Classroom learning
4.	Environmental Reporting	Digital Self learning

Suggested Readings

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. JawaharLal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2nd Ed.
3. Vijay Kumar, M.P, "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown, B. "Accounting Theory and Practice" (Arnold Heinemann).

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

MBA 3rd Semester

Subject- FOREIGN EXCHANGE MANAGEMENT

(Paper Code- 0205314)

Max. Marks: 100 (75+25)

Credits: 4 (4-0-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To understand the concept related to foreign exchange management. To analysis the foreign exchange risk management

Unit 1- : Basics of Foreign Exchange Management

S.N.	Topic	Identification of the Topic in Blended mode
1	Basics of Foreign Exchange Management: Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Inter-bank and Merchant rates. Spot rates and forward rates – T.T. rates – Cross rates;	Digital Self learning
2	Foreign exchange markets: Organization of forex market. Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model	Digital and Classroom learning
3	Forecasting of exchange rates: Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.	Digital and Classroom learning

Unit 2: Features of Foreign Exchange

S.N.	Topic	Identification of the Topic in Blended mode
1.	Features of Foreign Exchange: Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates - Extension and cancellation of forward contracts. Options: Meaning, Features –Types: Put option, Call option – Mechanism –Merits and Demerits. Foreign exchange risk management	Digital and Classroom learning

2.	Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting. External Strategies: Foreign currency options – Forward and money market hedge – Currency Swaps – Interest Rate Swaps.	Digital and Classroom learning
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Unit 3: Role of Foreign Exchange

S.N.	Topic	Identification of the Topic in Blended mode
1.	Role of Foreign Exchange: Economic Exposure risk – Inflation and exchange risk– Factors influence exchange risk. Economic consequences of Exchange rate changes – managing economic exposure risk. Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts.	Digital and Classroom learning

Unit 4: Impact of Foreign Exchange

S.N.	Topic	Identification of the Topic in Blended mode
1.	Impact of Foreign Exchange: Exchange control measures: Need, Forms and relevance. Foreign Exchange Reserves of India: Trend, composition and management. Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.	Digital and Classroom learning

Suggested Readings:

1. Multinational Financial Management: Alan C Shapiro
2. ABC of Foreign Exchange: Clare G. Gump
3. Guide to Foreign Exchange Regulations: Krishnamoorthy.S
4. Principles of Foreign Exchange: Chatterjee.A.K.
5. Foreign Exchange – Practice, Concepts and control: Jeevanadam.N.S.
6. Foreign Exchange Management: Rajwadi
7. Rupee Convertibility : BibekDebroi

COURSE SYLLABUS

M.B.A. – 3rd Semester

MANAGING E-BUSINESS

Course/Paper Code: 0205315

Credit: 4 (3-0-1)

Max. Marks: 100

Exam Duration: 03 Hrs

External Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options. Course Contents

COURSE CONTENT

1. **Digital self learning:** Meaning and Role of Information Systems: Types of Information Systems: Operations Support Systems, Management Support Systems.
2. **Digital aided learning:** Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications.
3. **Digital and classroom learning:** Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. Logical and Physical Design. Evaluation of Information Systems. Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, Introduction to Data Warehousing, Data Mining and its Applications.
4. **Classroom and lab learning:** Systems Design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End User Development, ERP

References Text Books

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi.
2. Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi. w. e. f. Academic Session 2013 – 2014 30 GURU GOBIND
3. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
4. D.P.Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi.
5. S.A.Kelkar (2009). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi.
6. Nirmalya Bagchi (2010), Management Information Systems, Vikas Publishing House.

MBA – 3rd Semester
System Analysis and Design
Paper Code: 0205316

Assessment			
External Assessment Marks	Evaluation		Total Marks
25	End Term Marks: 75	Time : 3 Hours	100

COURSE OBJECTIVE
Systems analysts need to know about computers and programming, but they also should know and have a desire to use computers to solve problems.

Syllabus		
Sr. No	Mode of Learning	Topics
1.	Self Learning Topics	System concept & Information system environment: system concepts – definition – characteristic a system – elements of systems – introduction to systems analysis and design – system analysis – system design – system development life cycle.
2.	Guided Topics	Introduction – where does the systems analyst come from? What does he do? Preparing for case as a system analyst general business knowledge – technical skills – Communication skills – Role of system analyst – change agent – investigator and monitor – Psychologist – Sales person – motivator – Politician plan of the system analyst – position in the MIS organisation.
3.	Blended Topics	Problems with development life cycle approach need for structured approach: Information gathering A problem solving approach – Data flow diagrams: data modelling with logical entity relationship; process modelling with logical data flow diagram; data dictionary; decision TREE – Decision Tables; structures English, System testing conversion – combating Resistance to change: past implementation Review: software maintenance: Hardware / Software Selection: Security disaster / Recovery and Ethics in System Development.
4.	Lab Topics	Introduction to the process of design logical and Physical: designing conventional computer files and control modern computer data bases, computer outputs and controls, computer inputs and control. Code design, computer based methods, procedures and controls.

Suggested Readings:

1. System analysis and Design – Elias M. Awad
2. System Analysis and Design Methods – Jeffrey I. Written Lonney D. Benticy & Victor M. Bar
3. System Analysis and Design – A case study approach – Robert J. Thicrant.

Database Management System
Paper Code-0205317

Assessment		
Practical Assessment Marks	Evaluation	Total Marks
25	End Term Marks: 75	100

Course Objective
The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Syllabus		
Sr. No	Mode of Learning	Topics
1.	Self Learning Topics	<p>Database Management System Concepts: Introduction, Significance of Database, Database System Applications; Data Independence; Data Modeling for a Database; Entities and their Attributes, Entities, Attributes, Relationships and Relationships Types, Advantages and Disadvantages of Database Management System, DBMS Vs RDBMS.</p> <p>Database System Architecture, Three Level Architecture of DBMS, the External Level or Subschema, The Conceptual Level or Conceptual Schema, The Internal Level or Physical Schema, Mapping, Database Models and Implementation: Data Model and Types of Data Model, Relational Data Model, Hierarchical Model, Network Data Model, Object/Relational Model, Object-Oriented Model; Entity-Relationship Model, Modelling using E-R Diagrams, Notation used in E-R Model, Relationships and Relationship Types; Associative Database Model. File Organization for Conventional DBMS: Storage Devices and its Characteristics, Magnetic Disks, Physical Characteristics of Disks, Performance Measures of Disks, Optimization of Disk-Block Access;</p>
2.	Guided Topics	<p>Oracle Architecture; Database Management System Facilities, Data Definition Language, Data Manipulation Language; Database Management System Structure, Database Manager, Database Administrator, Data Dictionary; Distributed Processing, Information and Communications Technology System (ICT), Client / Server Architecture, File Organization, Fixed-Length Records, Variable-Length Records, Organization of records in files; Sequential file Organization; Indexed Sequential Access Method (ISAM); Virtual Storage Access Method (VSAM). An Introduction to RDBMS: An informal look at the relational model; Relational Database Management System; RDBMS Properties, The Entity-Relationship Model; Overview of</p>

		Relational Query Optimization; System Catalog in a Relational DBMS, Information Stored in the System Catalog, How Catalogs are Stored.
3.	Blended Topics	<p>Normalization: Functional Dependency; Anomalies in a Database; Properties of Normalized Relations; First Normalization; Second Normal Form Relation; Third Normal Form; Boyce-Codd Normal Form (BCNF); Fourth and Fifth Normal Form. Query Processing and Optimization: Query Interpretation; Equivalence of Expressions; Algorithm for Executing Query Operations, External sorting, Select operation, Join operation, PROJECT and set operation, Aggregate operations, Outer join, Heuristics in Query Optimization, Semantic Query Optimization, Converting Query Tree to Query Evaluation Plan, Cost Estimates in Query Optimization , Measure of query cost, Catalog information for cost estimation of queries, Join Strategies for Parallel Processing, Parallel join, Pipelined multi-way join, Physical organization. Distributed Databases: Structure of Distributed Database; Trade-offs in Distributing the Database, Advantages of Data Distribution, Disadvantages of Data Distribution; Design of Distributed Databases, Data Replication, Data Fragmentation. Object Oriented DBMS: Next Generation Data Base System, New Database Application; Object Oriented Database Management System; Features of Object Oriented System; Advantages of Object Oriented Database Management System; Deficiencies of Relational Database Management System; Difference between Relational Database Management System and Object Oriented Database Management System, Alternative Object Oriented Database Strategies. Object Relational Mapping: Significance of Mapping; Mapping Basics; Mapping a Class Inheritance Tree; Mapping Object Relationships, Types of relationships, Implementation of object relationships, Implementation of relational database relationships, Relationship mappings, Mapping ordered collections, Mapping recursive relationships, Modelling with Join Tables, Open Source Object Relational Mapping Software.</p>
4.	Lab Topics	<p>My-SQL Architecture; SQL Server 2000 Architecture; Categories of SQL Commands; Data Definition; Data Manipulation Statements, SELECT - The Basic Form, Sub-queries, Functions, GROUP BY Feature, Updating the Database, Data Definition Facilities. SQL – 2: Views; Embedded SQL *, Declaring Variables and Exceptions, Embedding SQL Statements; Transaction Processing, Consistency and Isolation, Atomicity and Durability.</p>

		Relational Algebra: Basic Operations, Union (\cup), Difference ($-$), Intersection (\cap), Cartesian Product (\times); Additional Relational Algebraic Operations, Projection (π), Selection (σ), JOIN (), Division (\div). Relational Calculus: Tuple Relational Calculus, Semantics of TRC Queries, Examples of TRC Queries; Domain Relational Calculus; Relational ALGEBRA vs. Relational CALCULUS
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Suggested readings:

Note- By the dept concerned.

MBA 3rd Semester
Subject- SEFC-3- Business Soft Skills
(Paper Code- 0205318)

Max. Marks: 50 (40+10)

Credits: 2

Time Allowed: 2 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To sharpen the Analytical, Written, non-verbal, Spoken Communication and interpersonal Skills essential in organizations involving Decision making and Implementation. To demonstrate good team work and negotiation skills

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
1	Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages	Digital and Classroom learning
2	Difference between Oral and Written Communication	Digital Self Learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence,	Digital and Classroom learning
2.	Creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.	Digital Self Learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Writing an Effective Report: Stages of Writing, Style and Tone; Five Ws and one H of Report Writing, Divisions,	Digital and Classroom learning

	Numbering and use of Visual Aids, Writing Commercial Letters, Job applications & resume writing.	
2.	Creativity in written communication, use of picture, diagram in written communication, E- Mail Messages, Maintaining a Diary	Digital Self Learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, stages of the development of a team; team roles; challenges in team working, forms of non-team behaviour.	Digital and Classroom learning
2.	Importance and need, types, active and empathic listening Features of a good Listener. Advantages and disadvantages of utilizing the team work; characteristic features of successful teams;	Digital Self Learning

Suggested Readings

1. Monipally MM, Business communication strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson
1. Scot Ober, Contemporary Business Communication, Biztantra
2. ParagDiwan, Business Communication, Excel Book
3. Lesikar, R.V. & Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd
4. Ludlow, R. & Panton, F, The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd
5. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication : Concepts, Cases And Applications –2/e, Pearson Education
6. Murphy, *Effective Business Communication*, McGraw-hill

TEACHING AND LEARNING RESOURCES

- a. http://eff.cls.utk.edu/fundamentals/eff_standards.htm
- b. <http://www.ndted.org/TeachingResources/ClassroomTips/Communication.htm>

COURSE SYLLABUS**M.B.A. – 3rd Semester****SPIRITUALITY FOR MANAGERIAL EXCELLENCE****Course/Paper Code: 0205319**

Credit: 2 (2-0-0)

Max. Marks: 50

Exam Duration: 02 Hrs

External Marks: 40

Practical Marks: 10

COURSE OBJECTIVES

The purpose of this course is to help the students to develop an awareness of their inner peace, powers and potentials and a moral compass for living and to teach practical spiritual skills and tools for expressing their potential.

COURSE CONTENT**Unit-I: Strategies for performance**

S.N.	Topic	Identification of the Topic in Blended mode
1.	Power of Problem Solving and Analytical Techniques- Brainstorming - Generating Options -Critical Path Analysis - Planning and Scheduling Complex Tasks-Decision Trees - Powerful Quantitative Analysis of Decision Impact-Force Field Analysis	Digital and Classroom learning
2.	Analysis of all Pressures For and Against Change-PMI - A Powerful Enhancement to Pros and Cons -SWOT Analysis - Analyzing your Strengths, Weaknesses, Opportunities and threats.	Digital and Classroom learning

Unit-II: Perception

S.N.	Topic	Identification of the Topic in Blended mode
1.	Revelation of perception-Visual perception-Auditory perception- Internal Factors influencing Perceptual mechanism	Digital and Classroom learning
2.	External factors influencing Perceptual mechanism –Wheel of perception	Digital and Classroom learning

Unit- III: Consciousness

S.N.	Topic	Identification of the Topic in Blended mode
1.	What is consciousness- Religious perspectives- scientific perspectives-Spiritual perspectives-Vies of philosophers-Some systems of Psychology.	Digital and Classroom learning

Unit-IV: Self Image & Self Motivation

S.N.	Topic	Identification of the Topic in Blended mode
1.	Effect on thoughts- External influences on thoughts-Roots of low Self esteem-3 steps to a good self Image- Motivating factors- Criticism for motivation-Signs of De motivators- Laws of motivation-Skills for motivation-Wheel of motivation-Principles of Motivational Leader	Digital and Classroom learning

Text:

1. Surendran. G, (2010), “Secrets of Success”, Sapna Book House (P) Ltd, Bangalore 560 009
2. “Yoga Experimentation: Practical guidelines” Part I, II & III, Academy for a better world, Brahma kumaris, Mount Abu, Rajasthan

References:

1. “World Congress on Clinical and Preventive cardiology 2007”, World Public Conference on 3D heart care 2007, 28-30 September, 2007 Souvenir, Brahma Kumaris, Shantivan, Abu, India
2. Brahma Kumaris(2000), “A Hand-Book of Godly Raja Yoga “ , Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan
3. Brahma kumaris and R.E & R.F (Engineers & Scientists Wing), (2007),” National conference on Excellence in Life”, at Thoothukudi (TN), Souvenir.

MBA IV Semester
Subject- Strategic Management
(Paper Code- 0205401)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims to acquaint the students with knowledge and understanding of environment issues and its impact on business

Unit 1-

S.N.	Topic	Identification of the Topic in Blended mode
	Strategic Management Process: Evolution of Strategic Management, Concept of Strategy, Level at which Strategy operates,	Digital and Classroom learning
	Issues in Strategic decision making, Schools of thoughts of strategy formulation, Process of Strategic Management, Role of Strategists in the Process of strategic management	Digital Self learning
	Establishment of Strategic Intent- Hierachy of Strategic Intent vision. Mission Statements – Process of envisioning,	Digital and Classroom learning
	Formulation and Communication of Mission Statements- Setting of Goals and Objectives,	Digital and Classroom learning
	Identification of Key Success Factors.	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Environment and Organisational Appraisal: Concept of Environment and its components, Environmental Scanning and Appraisal,	Digital and Classroom learning
2.	Organisational appraisal- its dynamics, Considerations, Methods and Techniques	Digital and Classroom learning
3.	Structuring Organisational Appraisal-SWOT Analysis	Digital and Classroom learning
4.	Strategy Formulation: Corporate level Strategies, Grand Strategies,	Digital Self learning
5.	Stability Strategies, Expansion Strategies, Retrenchment Strategies	Digital and Classroom learning
6.	Combination Strategies, Corporate Restructuring,	Digital and Classroom learning
7.	Business level Strategies and Tactics	Digital Self learning

Unit 3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis,	Digital and Classroom learning
2.	Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.	Digital and Classroom learning
3.	Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation,	Digital and Classroom learning
4.	Procedural Implementation, Resource Allocation, Strategy and Structures: Structural Considerations, Structures for Strategies, Organisational Design and Change.	Digital Self learning

Unit 4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics	Digital and Classroom learning
2.	Functional Implementation: Functional Strategies, Functional Plans and Policies,	Digital and Classroom learning
3.	Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies	Digital and Classroom learning
4.	Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.	Digital Self learning

Suggested Readings

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enter rises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Chrestensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Coulter. Mary K: Strategic Management in Action, Prtentice Hall, New Jersey.

COURSE SYLLABUS

M.B.A. –4th Semester

CORPORATE GOVERNANCE AND BUSINESS ETHICS

Course/Paper Code: 0205402

Credit: 4 (4-0-0)

Max. Marks: 100

Exam Duration:

03 Hrs External

Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENT

Unit-1

Business Ethics: Introduction to Ethics and Business Ethics, Concepts Values and Ethics. Nature, scope and purpose of business Ethics

& Moral standards; Ethics & Moral Decision Making, Ethical Principles in Business.

Unit 1- Business Ethics

S.N.	Topic	Identification of the Topic in Blended mode
1.	Introduction to Ethics and Business Ethics,	Digital and Classroom learning
2.	Concepts Values and Ethics. Nature, scope and purpose of business ethics	Digital Self learning
3.	Purpose of business ethics	Digital and Classroom learning
4.	Importance of Ethics & Moral standards	Digital and Classroom learning
5.	Ethics & Moral Decision Making, Ethical Principles in Business.	Digital Self learning

Unit 2 -Organizational Ethics

S.N.	Topic	Identification of the Topic in Blended mode
1.	Ethical Corporate Behaviour – its development	Digital and Classroom learning
2.	Ethical Issues in the Functional Area - Marketing, Finance	Digital Self learning
3.	Ethical Issues in the Functional Area - Human Resource, and Information Technology	Digital and Classroom learning
4.	Ethics and Business System: Markets, Environment, Trade,	Digital and Classroom learning

	Consumer Production and Marketing	
5.	Ethics and Business System: Finance, HR	Digital Self learning

Unit-3 Personal Growth and Lessons from Ancient Indian Educational System

S.N.	Topic	Identification of the Topic in Blended mode
1.	Personal Growth and Lessons from Ancient Indian Educational System;	Digital and Classroom learning
2.	Science and Human Values, Environmental Ethics,	Digital Self learning
3.	Corruption, and Gender Issues, Environmental Ethics	Digital and Classroom learning
4.	Ethics, Sexual Harassment and Discrimination.	Digital Self learning

Unit-4 Indian Ethos

S.N.	Topic	Identification of the Topic in Blended mode
1.	Need, purpose & relevance of Indian Ethos	Digital and Classroom learning
2.	Salient feature (Brain Stilling,	Digital Self learning
3.	Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain.)	Digital and Classroom learning
4.	Holistic Approach for Managers in Decision Making, Holistic Approach for Managers in Decision Making, Professional ethos and code of professional ethics	Digital and Classroom learning
5.	Values Impact in Business, Indian Value System.	Digital Self learning

Suggested Readings:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
6. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
7. Human Values By : Prof. A.N. Tripathi New Age International
8. Wisdom Leadership By : Prof. S.K. Chakraborty Wheeler Publication.
9. Corporate Governance 2/e, MacMallin, OUP
10. The Management and ethics Omnibus- Chakraborty, OUP
11. Values and Ethics for Organizations, Chakraborty, OUP/OIP

MBA 4th Semester
Subject- DSE-G1- Performance and Compensation Management
(Paper Code- 0205403)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

5. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
6. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	<i>Compensation management – An Introduction:</i> Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation for Special Groups, <i>Job Evaluation:</i> Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation	Digital and Classroom learning
	Compensation as Retention Strategy, Significant Compensation Issues, Problems Involved in Job Evaluation	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	<i>Incentive Schemes: Pay for Performance:</i> Types of Incentive Schemes, Wage Incentive Plans, Pay for Performance Plans. <i>Benefits and Services:</i> Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, , Employee Services – Designing a Benefit Package.	Digital and Classroom learning
2.	Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program,	Digital Self learning

	Administration of Benefits and Services	
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Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	<i>Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Compensation Policies</i>	Digital and Classroom learning
2.	Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM,	Digital Self learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	<i>Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels. Compensation Package, Problems in Compensation Management,</i>	Classroom learning
2.	<i>Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance.</i> <i>International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package, Problems in Compensation Management</i>	Digital and Classroom learning

Suggested Readings

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill, New Delhi.
2. Henderson, R.O., Compensation Management, Pearson Education, New Delhi.
3. Martocchio, J.J., Strategic Compensation, Pearson Education, New Delhi.
4. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
5. Singh, B.D., Compensation and Reward Management, Excel Books, New Delhi

MBA 4th Semester
Subject- DSE-G1- Cross Cultural HRM
(Paper Code- 0205404)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The students are able to understand the significance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.

Unit 1- Demand and Consumer Behaviour

S.N.	Topic	Identification of the Topic in Blended mode
	Introduction, Human & Cultural Variables in Multinational Enterprises, Cross-cultural Differences and Managerial Implications	Digital and Classroom learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Cross-cultural Research Methodologies, Hofstede's Study, Structural Evolution of Multinational Enterprises	Digital and Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Cross-cultural Leadership & Decision Making, Cross-cultural Communication & Negotiation	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	International HR Management, Selection Criteria for International Assignments Compensation & Performance Appraisal in Global Perspective	Digital and Classroom learning

Suggested Readings

1. International Human Resource Management by Peter Dowling & Denise E. Welch, Cengage Learning
2. Cross-cultural Management - Concepts & Cases by Shobhana Madhavan, Oxford University Press
3. Culture's Consequence - International Differences in Work-related Values by Geert Hofstede, Sage Publications.

MBA 4th Semester

Strategic HRM

(Paper Code- 0205405)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR	Digital and Classroom learning
	Barrier to strategic HR, role of HR in strategic planning.	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance	Digital and Classroom learning
2.	Sustained competitive advantages through inimitable HR practices.	Digital Self learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.	Digital and Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring	Digital and Classroom learning

Suggested Readings

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson

Instructions for External Examiner:

The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.

All questions will carry equal marks.

RETAIL MANAGEMENT**Specialization-Marketing****COURSE SYLLABUS****M.B.A. –4th Semester****Course/Paper Code: 0205406**

Credit: 4 (4-0-0) Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

COURSE CONTENT**Unit I:**

Sr. No	Topics	Mode of Learning
1.	Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India	Digital and Classroom Learning
2.	Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry	Digital Self/Aided Learning
3.	. Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non store Based retail mix & Nontraditional selling	Digital and Classroom Learning

Unit 2:

Sr. No	Topics	Mode of Learning
1.	Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management	Digital and Classroom Learning
2.	Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing	Digital and Classroom Learning

Unit 3:

Sr. No	Topics	Mode of Learning
1.	Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management	Digital and Classroom Learning
2.	Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing	Digital and Classroom Learning

Unit 4:

Sr. No	Topics	Mode of Learning
1.	Retail Operation: Elements/Components of Retail Store Operation, Store Administration	Digital and Classroom Learning
2.	Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security	Digital and Classroom Learning

Readings

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

INTEGRATED MARKETING COMMUNICATION

COURSE SYLLABUS

M.B.A. –4th Semester

Course/Paper Code: 0205407

Credit: 4 (4-0-0) Max. Marks: 100 Exam Duration: 03 Hrs External Marks: 75 Internal Marks: 25

COURSE OBJECTIVES

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

COURSE CONTENT

Unit-1

Sr. No	Topics	Mode of Learning
1.	Role of IMC in marketing process, IMC planning model, Marketing and promotion process model	Digital and Classroom Learning
2.	Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose	Digital Self/Aided Learning
3.	Role, Functions, Types, Advertising Vs Marketing mix ,advertising appeal in various stages of PLC	Digital and Classroom Learning

Unit-2

Sr. No	Topics	Mode of Learning
1.	Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation	Digital and Classroom Learning
2.	Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used	Digital and Classroom Learning

Unit-3

Sr. No	Topics	Mode of Learning
1.	Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising	Digital and Classroom Learning
2.	Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy	Digital and Classroom Learning

Unit-4

Sr. No	Topics	Mode of Learning
1.	Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies	Digital and Classroom Learning
2.	Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity	Digital and Classroom Learning

Suggested Readings

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Reference Books:

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning.

M.B.A. –4th Semester
INTERNATIONAL MARKETING
Course/Paper Code: 0205408

Credit: 4 (4-0-0)

Max. Marks: 100

Exam Duration: 03 Hrs External Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

This course acquaints students with the importance, complexities and process of conducting marketing researches in international context.

COURSE CONTENT

Unit I :Introduction

Sno.	Topic	Identification of Topic in blended mode
1	Introduction: Importance and nature of marketing research; Marketing research in international context – complexity and issues; International data reliability and validity aspects	Digital & class room learning
2	International marketing information systems; International marketing research – process and organization	Digital & class room learning
3	Problem Definitions and Determination of Information Needs: Problem identification and definition	Digital self learning
4	Developing a research proposal; Types of research exploratory, descriptive and experimental researches.	Digital & class room learning

Unit II Data Sources

Sno	Topic	Identification of Topic in blended mode
1	Data Sources: International secondary data sources; On-line sources	Digital self learning
2	Primary data collection methods – questioning and observation methods; Designing questionnaires for international surveys	Digital Aid learning
3	Etic vs. Emic dilemma; Attitude Measurement and Scaling Techniques	Class room learning

Unit III Sample design

Sno.	Topic	Identification of Topic in blended mode
1	Sample Design: Determining universe, sampling unit and sampling frame; sampling methods	Digital & Class room learning
2	Sample size determination; International Data Collection and Fieldwork; Planning and organizing field work for international surveys	Digital Aid/self learning
3	Sampling and non-sampling errors	Class room learning

Unit IV: Data Analysis and Report Preparation

Sno.	Topic	Identification of Topic in blended mode
1	Data Analysis and Report Preparation: Preliminary data analysis; Univariate and multivariate data analysis techniques; Issues in, multi-country data analysis; Report preparation and presentation	Digital & Class room learning
2	Use of Statistical packages for analysis in research – SPSS & Spread Sheet; International Marketing Research Applications	Digital & class room learning
3	Overseas market opportunity analysis; Sales analysis; Product and advertising research	Digital self learning
4	Consumer research, Ethical issues in international marketing research	Digital self learning

Text Books

1. Malhotra, Naresh K. (2009), International Marketing Research – An Applied Orientation, Pearsons Education Asia.

2. George Darren and Mallery Paul (2011), SPSS for Windows Step by Step, Pearson Education Eight Edition.

Reference Books

1. Aaker, David A., V.Kumar and George S Day (2003), Marketing Research, John Wiley and Sons New York.

2. Tull, D.S., and D.I. Hawkins (1999), Marketing Research: Measurement and Methods, Pearson Education Asia.

3. Kumar, V.(2000), International Marketing Research, Prentice Hall

4. Green, P.E., Donald S. Tull (1970), Research for marketing Decisions, Prentice Hall of India Ltd., NewDelhi.

5. Boyd, Harper W. (1972), Marketing Research: Text and Cases, Irwin, Homewood, Irwin.

6. Samuel C. Craig, Susan P. Douglas (2005), International Marketing Research, Wiley, New York.

COURSE SYLLABUS

M.B.A. –4th Semester

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course/Paper Code: 0205409

Credit: 4 (4-0-0)

Max. Marks: 100

Exam Duration:

03 Hrs External

Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

COURSE CONTENT

UNIT-1

Nature, process and scope of financial assets investment decisions, Structure of Indian Securities market-An overview, Sources of Financial Information.

Securities Analysis: two-parameters frame work, understanding of return and risk of a security, types of return and risk, sources of risk.

S.N.	Topic	Identification of the Topic in Blended mode
1.	Nature, process and scope of financial assets investment decisions	Digital and Classroom learning
2.	Structure of Indian Securities market-An overview,	Digital Self learning
3.	Sources of Financial Information.	Digital and Classroom learning
4.	Securities Analysis: two-parameters frame work	Digital and Classroom learning
5.	Understanding of return and risk of a security, types of return and risk, sources of risk.	Digital Self learning

UNIT -2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Analysis of Fixed Income Securities: Bond fundamentals, valuation of bonds,	Digital and Classroom learning
2.	Analysis of risk in bonds-duration and convexity,	Digital Self learning
3.	bond portfolio management strategies-passive, semi-active and active along with immunization strategies. Certificate of Deposits, Debentures.	Digital and Classroom learning

4.	Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical	Digital and Classroom learning
5.	Analysis, Efficient market hypothesis.	Digital Self learning

UNIT-3

S.N.	Topic	Identification of the Topic in Blended mode
1.	Portfolio Theories and Management: Traditional and Modern Portfolio Theories	Digital and Classroom learning
2.	Single and multi-index models. Markowitz Model, Sharpe's Single Index Model	Digital Self learning
3.	Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): performance evaluation of portfolios, problems associated with revision of portfolio.	Digital and Classroom learning
4.	Active and Passive portfolio management.	Digital Self learning

UNIT-4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Financial Derivatives: Futures, Options	Digital and Classroom learning
2.	Portfolios of futures and options synthetics	Digital Self learning
3.	Exotics and Financially engineered products	Digital and Classroom learning
4.	Case Studies in security analysis, portfolio construction.	Digital and Classroom learning
5.	Performance evaluation	Digital Self learning

Suggested Readings

1. Fischer Donald E. and Ronald J. Jordan, "*Security Analysis and Portfolio Management*", 6th Edition Prentice Hall of India, 2007.
2. Frank K. Reilly, and Keith C. Brown, "*Investment Analysis and Portfolio Management*", 8th Edition, Thomson, 2007.
3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, "*Investments*", 6th Edition, Prentice Hall of India, 1995.
4. Hull J.C. Options, "Futures and Other Derivatives", 6th Edition Prentice Hall, 1997.

MBA 4th Semester
Paper : Business Analysis and Valuation
(Paper Code- 0205205)

Credits: 4 (3-0-1)

Exam Duration :03 Hrs

Max. Marks: 100

External Marks:75

Internal Marks :25

Objective: This course will have all the elements that would go into reviewing a potential investment opportunity. It is not a detailed course in one category, such as financial accounting, but it ties business strategy analysis, financial analysis, forecasting analysis, and valuation analysis together.

Unit 1

S.N.	Topic	Identification of the Topic in Blended mode
	Financial Statement of Analysis Statement of Cash Flows	Digital and Classroom learning
	Approaches to Valuation	Digital and Classroom learning
	Identifying Value Drivers	Digital Self learning

Unit 2

S.N.	Topic	Identification of the Topic in Blended mode
1.	Approaches to Valuation &	Digital and Classroom learning
2.	Identifying Value Drivers	Digital Self learning
3.	Estimating the Discount Rates, Growth Rates	Digital and Classroom learning
4.	Cash Flows Dividend Discount Models	Classroom learning

Unit 3

S.N.	Topic	Identification of the Topic in Blended mode
1.	FCFF Models Valuation Using Multiples Strategy-	Digital and Classroom learning
2.	Finance-Valuation Trilogy	Classroom learning

Unit 4

S.N.	Topic	Identification of the Topic in Blended mode
1.	Real Options & Brand Valuation Which is the appropriate method to use?	Digital and Classroom learning
2.	Identifying frequently made errors in Valuation	Digital Self learning

Suggested Readings:

1. Microsoft Excel Data Analysis and Business Modeling by Wayne L. Winston
2. Naked Statistics: Stripping the Dread from the Data by Charles Wheelan
3. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython by Wes McKinney
4. SQL in 10 Minutes a Day by Ben Forta
5. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic
6. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau by Ryan Sleeper
7. The Hundred-Page Machine Learning Book by Andriy Burkov
8. The Pyramid Principle: Logic in Writing and Thinking by Barbara Minto
9. Scoring Points: How Tesco Continues to Win Customer Loyalty by Terry Hunt

MBA 4th Semester

Subject- BANKING AND INSURANCE OPERATIONS

(Paper Code- 0205411)

Max. Marks: 100 (75+25)

Credits: 4(4-0-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Unit 1- Nature and types of banks

S.N.	Topic	Identification of the Topic in Blended mode
1	Nature and types of banks: banking functions, services and instruments; credit creation and money supply; structure of banking assets and liabilities; banks as executor of monetary policy; current banking in India; aspects of central banking control; banking legislation	Digital and Classroom learning
2	e-banking	Digital Self learning

Unit 2: Bank and liability management

S.N.	Topic	Identification of the Topic in Blended mode
1.	Bank and liability management: credit appraisal techniques; aspects of deposits and credit marketing; loan pricing; management of investment portfolio; bank risk management; international banking; customer relation management	Digital and Classroom learning
2.	bank risk management	Digital and Classroom learning
3.	International banking	Digital and Classroom learning
4.	customer relation management	Digital Self learning

Unit 3: insurance

S.N.	Topic	Identification of the Topic in Blended mode
1.	Insurance: Types of life and general insurance; basic insurance principles; underwriting and rate making standards; reinsurance; role of an actuary; current insurance environment; major aspects of insurance regulation and control; insurance penetration in India	Digital learning & Classroom learning

Unit 4: life and health insurance

S.N.	Topic	Identification of the Topic in Blended mode
1.	Pricing techniques in life and health insurance; options, guarantees and riders; computation of premium and surrender value; bonus calculation; claim settlement-procedure and documentation; group health insurance; major operational aspects of business property; marine and personal liability insurance.	Digital and Classroom learning

Suggested Readings

1. Graddy, Duane, B., A.H. Spencer and William H. Brunsen, Commercial Banking and the Financial Services Industry, Prentice Hall, Reston, Virginia.
2. Mishra, M.N., Principles and Practices of Insurance, S.Chand and Co., Delhi.
3. Gupta, P.K., Insurance and Risk Management, Himalya Publishing House, New Delhi.
4. Wilson, J.S.G., Banking Policy and Structure: A Comparative Analysis

MBA IV Semester
Subject- International Financial Markets
(Paper Code- 0205412)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

7. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
8. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: This course is designed to give the students a basic understanding of the products, players and functioning of financial markets, particularly the capital market and mutual funds, regulatory and taxation issues.

Unit 1-

S.N.	Topic	Identification of the Topic in Blended mode
	Need for investment, Equity, Derivative, Mutual fund, Depositories	Digital and Classroom learning
	Investment alternatives; securities, Securities market; Process of investment in securities	Digital Self learning
	Role of regulator – SEBI; Primary market, Procedure for buying shares through IPO	Digital and Classroom learning
	Process of raising capital from foreign countries	Digital and Classroom learning
	Depository, Dematerialization of securities.	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Introduction, stock exchange, stock trading, products in the secondary, equity investment, debt investment; Derivatives – types, options, commodity derivatives and financial derivatives	Digital and Classroom learning
2.	Debt Funds - Salient features, debt mutual fund schemes, fixed maturity plans	Digital and Classroom learning
3.	Capital protection funds, gilt funds etc	Digital Self learning
4.	Liquid Funds – Salient features, portfolio churning.	Digital and Classroom learning

Unit 3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Mutual Fund Products and Features Regulatory body, benefits	Digital and Classroom learning
2.	Risks of investing, NAV, entry/exit load, types, fund offer document	Digital and Classroom learning
3.	Different type of mutual fund products, features,	Digital and Classroom learning
4.	Exchange traded funds (ETF) and gold ETFs.	Digital Self learning

Unit 4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Regulations governing equity market and mutual funds	Digital and Classroom learning
2.	Introduction to techniques of analysis in stock market and mutual funds like ratio analysis	Digital and Classroom learning
3.	An introduction to Income tax, capital gains	Digital and Classroom learning
4.	direct relevance for investment / trading in stock market and mutual funds	Digital Self learning

Suggested Readings

Suggested Readings

1. Financial Markets: A Beginners' Module, Workbook from NSE
2. Mutual Fund: A Beginners' Module, Workbook from NSE

Reference Books:

1. Gurusamy, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.
2. Saunders, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.
3. Thummuluri, Siddaiah, Financial Services, 1st edition, Pearson Education.
4. Khan, Indian Financial Systems, 6th edition, Tata McGraw Hills.

M.B.A. –4th Semester

INTERNATIONAL ECONOMIC ORGANISATION & REGIONAL BLOCKS

Course/Paper Code: 0205413

Credit: 4 (4-0-0)

Max. Marks: 100

Exam Duration: 03 Hrs

External Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

To study the international business, general management, and economics. To study about business environment and policy frameworks in business organisations.

COURSE CONTENT

UNIT 1

Sr. No	Topics	Mode of Learning
1.	Understanding General Management	Digital and Classroom Learning
2.	Introduction, Planning and Control, Organizing, Directing, International Management practices	Digital Self/Aided Learning
3.	foreign direct investments (FDIs), Legal framework of business, legalities of foreign exchange.	Digital and Classroom Learning

UNIT 2

Sr. No	Topics	Mode of Learning
1.	Understanding Accounting and Economics in IB	Digital and Classroom Learning
2.	Financial Accounting, Financial Statement Analysis, Cost Accounting, Cost Volume Profit Analysis	Digital Self/Aided Learning
3.	Financial budgets and control, Demand of the firm, Markets, Pricing, Macro-economic markets, Trade cycles and open economy	Digital and Classroom Learning

UNIT 3

Sr. No	Topics	Mode of Learning
1.	Understanding International Business Environments	Digital and Classroom Learning
2.	Introduction, importance, nature and scope, Balance of Payments, Correction policies, Global trading and investment policy	Digital Self/Aided Learning
3.	International economic organizations, WTO, IMF, World Bank, UNCTAD, underlined policies, Regional economic groupings, contemporary issues.	Digital and Classroom Learning

UNIT 4

Sr. No	Topics	Mode of Learning
1.	International trade and policy framework	Digital and Classroom Learning
2.	Theoretical foundation, direct investment economy, instruments of commercial policy, capital flows, foreign debt situation	Digital Self/Aided Learning
3.	labour migration, theory of international trade in services, regional economic integration,	Digital and Classroom Learning

Suggested Reading

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
5. Hill, Charles W. L., International Business, McGraw Hill, New York

Subject- International Logistics

(Paper Code- 0205414)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

9. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

10. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

Unit 1:

S.N.	Topic	Identification of the Topic in Blended mode
	Trends in world trade growth; nature, significance and components of international logistics	Digital and Classroom learning
	creating an export organization	Digital Self learning
	registration and licensing; selecting export products and markets and channels	Digital and Classroom learning
	export costing and pricing procedures incoterms; deciding payment terms; export contracts	Digital and Classroom learning
	Deciding currency of payment; export order processing; international logistics infrastructure.	Digital Self learning

Unit 2:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Arranging pre -shipment finance	Digital and Classroom learning
2.	export procurement	Digital and Classroom learning
3.	quality control and pre -shipment inspection	Digital and Classroom learning
4.	packing and labeling of export consignments	Digital Self learning
5.	basic procedure and documentation for excise and custom clearance	Digital and Classroom learning
6.	ADS; Cargo insurance; shipping modes procedures and documentation	Digital and Classroom learning
7.	role of forwarding agents.	Digital Self learning

Unit 3:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C	Digital and Classroom learning
2.	managing exchange earners' foreign currency accounts; availing foreign exchange facilities;	Digital and Classroom learning
3.	protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters;	Digital and Classroom learning
4.	export credit risk insurance and the role of ECGC.	Digital Self learning

Unit 4:

S.N.	Topic	Identification of the Topic in Blended mode
1.	Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports	Digital and Classroom learning
2.	marketing development assistance; trade information support	Digital and Classroom learning
3.	role of commodity boards and export promotion councils in trade promotion	Digital and Classroom learning
4.	facilities for service exports	Digital Self learning

Suggested Readings

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi
3. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi
4. Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India, New .

Specialization-IT

COURSE SYLLABUS

M.B.A. –4th Semester

MANAGING IT-ENABLED SERVICES

Course/Paper Code: 0205415

Credit: 4 (4-0-0)

Max. Marks: 100

Exam Duration: 03 Hrs

External Marks: 75

Practical Marks: 25

COURSE OBJECTIVES

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENT

Self learning:

Business Strategy: Challenges and Opportunities in the Globalized, Interconnected, Convergent World, Establish Principles before Practice, IT Strategy, Application Strategy, Technology Strategy for IT, IT Management Strategy, Developing IT Strategy for Competitive Advantage, Stages of IT Strategy Development and Implementation, Challenges of IT and Business Strategy Alignment, Inhibitors of Business and IT Strategy Alignment, Three-D Framework for Business and IT Strategy Alignment.

Guided:

Business Implications for IT Strategic and Planning, Strategic IT Planning Motivations, SITP Process: Prevalent Planning Approaches, Difficulties in Developing and Executing SITP, Best Practices for Achieving Good SITP, SITP Approaches-Prevalent Researches. 09 CO2 III Enterprise IT architecture. Benefits of PMO, Desired Qualities of a Program Office Manager, Maturity of PMO, Implementation of PMO Strategy, Measuring PMO Performance, Success Factors for PMO, Project Scope Management, PMO Dashboard and Reporting. 08 CO3 University of Mumbai, B. E. (Information Technology), Rev 2016 117 IV IT service management strategy

Blended:

Defining EITA, Contents of a Typical Enterprise IT Architecture, Standard for Enterprise IT Architecture, Technology Management strategy Framework, Prevalent Technology Reference Architectures Framework and Standards, Program Management Information Technology Infrastructure Library (ITIL), ITIL Overview, ITIL Service Support Processes, Incident Management, Problem Management, Service Delivery, Service Level Management, Financial Management, Capacity Management, IT Service Continuity Management (ITSCM), Availability Management, Imperatives for Outsourcing, IT Management Layers, Variants of Outsourcing, Business Process Outsourcing, In sourcing. 08 CO4 V IT enabled web services
Newly emerging area and requirement of IT enabled service sector.

Classroom :

Overview of basic features of PHP: arrays, functions and state management, working with PHP forms, More advanced PHP, OOP's concept in PHP, Portable database supported with different, exception handling, concepts of UDDI, WSDL, SOAP. 08 CO5 VI Current trends in ITES , Current Employment in the IT and ITES industry: Industry Oriented Human Resource Requirement: Outlook of the IT and ITES Industry. Barriers to Trade in ITES Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITES/ITES, experiences and Case studies of ITES-call centers, ERP, google.

Suggested Readings:

1. Sanjiva Shankar Dubey, "IT strategy and Management", PHI.
2. K. Venkatesh, "Marketing of Information Technology", TMH.
3. Steve Suehring, Timconverse, Joyoe Park , "PHP 6 and MySQL Bible", Wiley. University of Mumbai, B. E. (Information Technology), Rev 2016 118
4. Shiro Uesugi, "IT Enabled Services", Springer; 2013 edition, 2013.
5. Sanjiva Shankar Dubey, "IT Services Business Management: Concepts, Processes and Practices", PHI, 2012.
6. Nikhil Treebhoo, "Promoting IT Enabled Services", Addison-Wesley, 2013.

M.B.A. –4th Semester
BUSINESS INTELLIGENCE
Course/Paper Code: 0205416

Credit: 4 (4-0-0)
Max. Marks: 100
Exam Duration: 03 Hrs
External Marks: 75
Practical Marks: 25

COURSE OBJECTIVES

The course aims at providing fundamental knowledge and exposure to the concepts, theories, practical and practices in the field of management.

COURSE CONTENT

Self-learning- Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications.

Guided- Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business. Ethical issues in Data Mining, Analysis of Ethical issues, Global issues. Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need, Similarity Measures, Decision Tree-Illustrations, Neural Network, Neural Network versus Conventional Computers, Kohonen's Self-Organizing Maps, Genetic Algorithms, Applications of Genetic Algorithm.

Blended-

Introduction to Data Warehousing: Advantages and Disadvantages of Data Warehousing, Data Warehouse, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model, Data Modeling using Star Schema and Snowflake Schema. Different Ways of Data Warehousing: Introduction, Types of Business Models, B2B Business Intelligence Model, Electronic Data Interchange & E-Commerce Models, Advantages of E-Commerce for B2B Businesses, Systems for Improving B2B E-Commerce, B2C Business Intelligence Model, Need of B2C model in Data warehousing, Different types of B2B intelligence Models

Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers.

Architecting the Data: Introduction, Types of Data, Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management (TDQM).

Classroom- Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining,

Suggested Readings:

1. Steve Suehring, Timconverse, Joyoe Park , “PHP 6 and MySQL Bible”, Wiley. University of Mumbai, B. E. (Information Technology), Rev 2016 118
2. Shiro Uesugi, “IT Enabled Services”, Springer; 2013 edition, 2013.
3. Sanjiva Shankar Dubey, “IT Services Business Management: Concepts, Processes and Practices”, PHI, 2012.

**MBA – 4th Semester
BPR & ERP
Paper Code: 0205417**

Assessment			
External Assessment Marks	Evaluation		Total Marks
25	End Term Marks: 75	Time : 3 Hours	100
COURSE OBJECTIVE			
The main objective aimed at to introduce the students with latest technologies of Business era and its integration with Information Technology.			

Syllabus		
Sr. No	Mode of Learning	Topics
1.	Self Learning Topics	Conceptual foundation of Business Process Re-engineering Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign. Man Management for BPR implementation.
2.	Guided Topics	Evolution of ERP, Definition, Elements, Problem of System islands, need for system Integration, ERP products and Market, Opportunities and problems in ERP selection and implementation, MRP and MRPII.
3.	Blended Topics	Functional modules of ERP system, Sales order processing, MRP, Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules, Pre-implementation issues, financial justification of ERP, Evaluation of Commercial Software; During implementation issues, Education and training, Project management; Post implementation issues, Performance measurement.
4.	Lab Topics	Overview of the supporting data bases; Technologies required for ERP, Hardware Platform, Communication and networks, Net technologies, Evolution of E-Commerce, EDI and E-business, Internet in ERP, Internet banking and related technologies, security and privacy issues, future growth of E-business.

Suggested Readings:

1. V.K. Garg and N.K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practices, Prentice Hall (I) 1999, New Delhi.
2. Hammer, Micheal and Jamts Chamby Reengineering the corporation, 1997.
3. Leon, Alexix Countdown 2000, Tata McGraw.
4. J. Kanter, Managing with Inforamtion, Prentice Hall (I), 1996, New Delhi.
5. Carr, K. and Johansson, H.J. Best Practices in Re-engineering. New York, McGraw Hill, 1995.

COURSE SYLLABUS**M.B.A. –4th Semester****COMPETENCY DEVELOPMENT IN RESEARCH****Course/Paper Code: 0205418**

Credit: 2 (2-0-0)

Max. Marks: 50

Exam Duration: 02 Hrs

External Marks: 40

Practical Marks: 10

COURSE OBJECTIVES

To enable the students to know about the information needs of business research. To understand the concept of research and the methods of conducting scientific research.

COURSE CONTENT

Unit-1

Sr. No	Topics	Mode of Learning
1.	Research – Qualities of Researcher – Components of Research Problem – Various Steps In Scientific Research – Types of Research	Digital and Classroom Learning

Unit-2

Sr. No	Topics	Mode of Learning
1.	Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling Methods	Digital and Classroom Learning

Unit-3

Sr. No	Topics	Mode of Learning
1.	Statistical Analysis – Introduction To Statistics- Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard Deviation – Co-Efficient of Variations.	Digital and Classroom Learning

Unit-4

Sr. No	Topics	Mode of Learning
1.	Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.	Digital and Classroom Learning

Suggested Readings:

Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2004.

Kothari CR, RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern ltd., Delhi.

WRITING RESEARCH ARTICLE/PAPER

COURSE SYLLABUS

M.B.A. –4th Semester

Course/Paper Code: 0205419

Credit: 2 (2-0-0) Max. Marks: 50 Exam Duration: 02 Hrs External Marks: 40 Internal Marks: 10

COURSE OBJECTIVES

Students will be able to:

1. Understand that how to improve your writing skills and level of readability
2. Learn about what to write in each section
3. Understand the skills needed when writing a Title
4. Ensure the good quality of paper at very first-time submission

COURSE CONTENT

Unit-1

Sr. No	Topics	Mode of Learning
1.	Planning and Preparation, Word Order, Breaking up long sentences, Structuring Paragraphs and Sentences	Digital and Classroom Learning
2.	Being Concise and Removing Redundancy, Avoiding Ambiguity and Vagueness	Digital Self/Aided Learning

Unit-2

Sr. No	Topics	Mode of Learning
1.	Clarifying Who Did What, Highlighting Your Findings, Hedging and Criticizing, and Plagiarism	Digital and Classroom Learning
2.	Sections of a Paper, Abstracts. Introduction, Review of the Literature, Methods, Results, Discussion, Conclusions, the Final Check	Digital and Classroom Learning

Unit-3

Sr. No	Topics	Mode of Learning
1.	key skills are needed when writing a Title, key skills are needed when writing an Abstract	Digital and Classroom Learning
2.	key skills are needed when writing an Introduction, skills needed when writing a Review of the Literature	Digital and Classroom Learning

Unit-4

Sr. No	Topics	Mode of Learning
1.	skills are needed when writing the Methods, skills needed when writing the Results, skills are needed when writing the Discussion	Digital and Classroom Learning
2.	skills are needed when writing the Conclusions, useful phrases, how to ensure paper is as good as it could possibly be the first- time submission	Digital and Classroom Learning

BOOKS RECOMMENDED:

1. Goldbort R (2006) Writing for Science, Yale University Press (available on Google Books)
2. Day R (2006) How to Write and Publish a Scientific Paper, Cambridge University Press
3. Highman N (1998), Handbook of Writing for the Mathematical Sciences, SIAM. Highman's book .
4. Adrian Wallwork , English for Writing Research Papers, Springer New York Dordrecht Heidelberg London, 2011.
5. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2004.
6. Kothari CR, RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern ltd., Delhi.