



SCHOOL OF MANAGEMENT STUDIES

R23 Regulations Course Structure –MBA Programme

I SEMESTER

S.NO	COURSE CODE	COURSE TITLE	CONTACT HOURS/WEEK				CREDITS	SCHEME OF VALUATION		
			L	T	P	TOTAL		CIE	SEE	Total
1	23MB01	Management Perspectives & Organizational Behaviour	4	-	-	4	4	40	60	100
2	23MB02	Business Economics	4	-	-	4	4	40	60	100
3	23MB03	Financial Accounting & Analysis	3	1	-	4	4	40	60	100
4	23MB04	Quantitative Analysis for Business Decisions	3	1	-	4	4	40	60	100
5	23MB05	Legal & Business Environment	4	-	-	4	4	40	60	100
6	23MB06	Business Communication and Personality Development	4	-	-	4	4	40	60	100
7	23MB71	Information Technology Lab	1		2	2	2	40	60	100
8	23MB72	Business Communication and Personality Development Lab	1	-	2	2	2	40	60	100
TOTAL			24	2	4	28	28	320	480	800

II SEMESTER

S.NO	COURSE CODE	COURSE TITLE	CONTACT HOURS/WEEK				CREDITS	SCHEME OF VALUATION		
			L	T	P	TOTAL		CIE	SEE	Total
1	23MB07	Financial Management	3	1	-	4	4	40	60	100
2	23MB08	Human Resources Management	4	-	-	4	4	40	60	100
3	23MB09	Marketing Management	4	-	-	4	4	40	60	100
4	23MB10	Production & Operations Management	4	-	-	4	4	40	60	100
5	23MB11	Business Research Methods	3	1	-	4	4	40	60	100
6	23MB61- Business Analytics									
	23MB62- Cross Cultural Management									
	23MB63- Logistics & Supply Chain Management									
	23MB64- MOOC s / NPTEL									
	(Massive Open Online Courses Related to Management studies other than listed courses in the course structure/syllabus)		3	-	-	3	3	40	60	100
7	23MB73	SQL & Power BI Lab	1	-	2	3	2	40	60	100
8	23MB74	Start-up Analysis & Presentation (SAP)	2	-	2	4	3	100	-	100
TOTAL			24	2	4	30	28	380	420	800

III SEMESTER

Sl.NO.	COURSE CODE	COURSE NAME	CONTACT HOURS PER WEEK				CREDITS	SCHEME OF VALUATION		
			L	T	P	TOTAL		CIE	SEE	Total
1	23MB12	Business Policy & Strategic Management	4	-	-	4	4	40	60	100
2	23MB13	E-Commerce & Digital Markets	4	-	-	4	4	40	60	100
FINANCE ELECTIVE COURSES										
3	23MB21	Security Analysis and Portfolio Management	3	-	-	3	3	40	60	100
4	23MB22	Financial Markets and Services	3	-	-	3	3	40	60	100
5	23MB23	Strategic Financial Management	3	-	-	3	3	40	60	100
6	23MB24	Financial Planning & Wealth Management	3	-	-	3	3	40	60	100
HRM ELECTIVE COURSES										
7	23MB25	Performance and Reward Management	3	-	-	3	3	40	60	100
8	23MB26	Management of Industrial Relations	3	-	-	3	3	40	60	100
9	23MB27	Leadership and Team Building	3	-	-	3	3	40	60	100
10	23MB28	Human Resource Information System	3	-	-	3	3	40	60	100
MARKETING ELECTIVE COURSES										
11	23MB29	Services Marketing & Retail Management	3	-	-	3	3	40	60	100
12	23MB30	Advertising and Brand Management	3	-	-	3	3	40	60	100
13	23MB31	Social Media & Digital Marketing	3	-	-	3	3	40	60	100
14	23MB32	Rural Marketing	3	-	-	3	3	40	60	100
BUSINESS ANALYTICS ELECTIVE COURSES										
15	23MB33	Data Mining for Business Decisions	3	-	-	3	3	40	60	100
16	23MB34	Programming Analytics	3	-	-	3	3	40	60	100
17	23MB35	Supply Chain Analytics	3	-	-	3	3	40	60	100
18	23MB36	Data Science using R	3	-	-	3	3	40	60	100
OPERATIONS ELECTIVE COURSES										
19	23MB37	Quality Tool kit for Managers	3	-	-	3	3	40	60	100
20	23MB38	Management of Manufacturing Systems	3	-	-	3	3	40	60	100
21	23MB39	Materials Management	3	-	-	3	3	40	60	100
22	23MB40	Green Business Management	3	-	-	3	3	40	60	100
23	23MB75	Tally & VBA Lab	1	-	2	3	2	40	60	100
24	23MB76	Internship	3	-	2	5	4	40	60	100
TOTAL			24	0	4	28	26	320	480	800

IV SEMESTER

Sl. NO	COURSE CODE	COURSE TITLE	CONTACT HOURS/WEEK				CREDITS	SCHEME OF VALUATION		
			L	T	P	TOTAL		CIE	SEE	Total
1	23MB14	Entrepreneurship & Start-up Management	4	-	-	4	4	40	60	100
2	23MB15	Indian Ethos & Business Ethics	4	-	-	4	4	40	60	100
FINANCE ELECTIVE COURSES										
3	23MB41	International Financial Management	3	-	-	3	3	40	60	100
4	23MB42	Financial Derivatives	3	-	-	3	3	40	60	100
5	23MB43	Banking & Insurance Management	3	-	-	3	3	40	60	100
6	23MB44	Mergers, Acquisitions & Corporate Restructuring	3	-	-	3	3	40	60	100
HRM ELECTIVE COURSES										
7	23MB45	International Human Resource Management	3	-	-	3	3	40	60	100
8	23MB46	Management of Change	3	-	-	3	3	40	60	100
9	23MB47	Talent Management	3	-	-	3	3	40	60	100
10	23MB48	Emotional Intelligence for Managerial Effectiveness	3	-	-	3	3	40	60	100
MARKETING ELECTIVE COURSES										
11	23MB49	Sales & Distribution Management	3	-	-	3	3	40	60	100
12	23MB50	Consumer Behaviour & Customer Relationship Management	3	-	-	3	3	40	60	100
13	23MB51	Global Marketing	3	-	-	3	3	40	60	100
14	23MB52	Business to Business Marketing	3	-	-	3	3	40	60	100
BUSINESS ANALYTICS ELECTIVE COURSES										
15	23MB53	Business Forecasting	3	-	-	3	3	40	60	100
16	23MB54	Big Data Analytics	3	-	-	3	3	40	60	100
17	23MB55	Operations Analytics	3	-	-	3	3	40	60	100
18	23MB56	Predictive Analysis & Modelling	3	-	-	3	3	40	60	100
OPERATIONS ELECTIVE COURSES										
19	23MB57	Operations Research	3	-	-	3	3	40	60	100
20	23MB58	Sourcing Management	3	-	-	3	3	40	60	100
21	23MB59	Six Sigma	3	-	-	3	3	40	60	100
22	23MB60	Project Management	3	-	-	3	3	40	60	100
23	23MB77	Major Project Work	3	-	2	5	4	40	60	100
24	23MB78	Case Study Analysis & CVV	2	-	-	2	2	100	--	100
TOTAL			25	0	2	27	26	380	420	800

Total Credits: 28+28+26+26 = 108

NOTE:

1. In III & IV Semesters students must study 4 Program Elective courses.
2. Out of five groups in Program Electives (Finance/HR/Marketing/Business Analytics/Operations), student must study 2 program Electives and 2 courses from each Program Elective during III & IV semesters respectively.
3. In order to offer any elective courses, a minimum of 20% of the total students must enroll in the course.

Programme Outcomes (PO's)

PO-1	Apply knowledge of management theories and practices to solve business problems.
PO-2	Foster Analytical and critical thinking abilities for data-based decision making.
PO-3	Ability to develop Value based Leadership ability.
PO-4	Ability to understand, analyze and communicate global, economical, legal, and ethical aspects of business.
PO-5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Note: These PO statements are used at the end of each course, an articulation matrix table will display the mapping of Course Outcomes (CO) to Program Outcomes (PO)

I SEMESTER

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1.	To highlight the evolution of management and pioneering contribution in management practices for getting clarity and to apply.
CEO 2.	To know the relevance of functions of the management in making decisions.
CEO 3.	To know Individual and group behavior in learning, personality etc in the organizational context.
CEO 4.	To understand the Motivation, leadership and group related perspectives in organizations.
CEO 5.	To study the organizational behavior – conflict, stress communication and development in management.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Describe the functions and importance of management
CO2	Understand the difference between formal and informal organizations for taking effective decisions.
CO3	Interpret the scope of organizational behaviour and its significance.
CO4	Demonstrate the impact of motivation and leadership in group dynamics.
CO5	Solve organizational conflicts through negotiation and team building.

CO-PO Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	-	-
CO2	1	-	2	1	-
CO3	2	-	3	-	1
CO4	1	2	-	1	-
CO5	1	2	1	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite: Basic Knowledge on social sciences.

Unit – I

Introduction- Definition, Nature, Functions, and Importance of Management – Evolution of Management thought – Scientific management, Administrative management, Hawthorne experiments - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – Types of Plans - Essentials of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making.

Unit-II

Organizing – Principles of organizing – Formal and Informal Organization– Organization Structure and Design - Delegation of Authority– Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Controlling -Nature and importance, process, Requirements of effective control and controlling techniques.

Unit – III

Organizational Behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories- (Pavlov, Skinner and Thorndike) - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs.

Unit – IV

Motivation and Leadership – Definition and nature of motivation, Theories of Motivation (Maslow, Alderfer) - Leadership –Traits-Styles –Leadership skills– Challenges to leaders– Groups – stages formation of groups – Group Dynamics – Collaborative bargaining Processes in Work Groups - Johari -Window theory.

Unit – V:

Organizational conflicts-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques Stress, types of stress causative factors of stress in organizations, preventive measures- Communication, types and process, importance and barriers – Organizational change - change process - resistance to change – Organizational development and OD interventions.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Knootz Herald, Weihrich. Henz and Aryasri : “Principles of Management”,TMH, New Delhi. 2010.
2. Meenakshi Gupta: “Principles of management”, PHI Pvt., Ltd., New Delhi. 2009.
3. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson Education, New Delhi.
4. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

References:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. K.Aswhathappa “Organisational Behaviour-Text, Cases and Games”, Himalaya PublishingHouse, New Delhi, 2008.
6. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organisational Behaviour”, TMH Education, NewDelhi,2008

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To impart the basic knowledge about the concepts of economics and to equip the students with the analytical tools of Economics and apply the same to rational Managerial decision-making.
CEO 2.	To delineate the role of demand and demand forecasting for effective decision making.
CEO 3.	To develop economic way of thinking while dealing with production and cost analysis to solve business problems and challenges.
CEO 4.	To understand the concept of market intelligence and to evaluate the nature of different market structures for sensible economic managerial decisions.
CEO 5.	To infuse the basic knowledge about the concepts of macro-economic principles and the skills needed to apply them in making informed, strategic business decisions.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Determine the fundamentals of Economics and Managerial Economics and able to apply them for effective managerial decision making.
CO2	Evaluate the various decisions of the managers using demand, elasticity demand and demand forecasting.
CO3	Analyze different theories and concepts of production and cost, so that the cost benefits can be examined for economic decision making.
CO4	Analyze the price-output conditions in market structures and understand pricing methods for effective business decisions.
CO5	Apply knowledge of Macro-Economic concepts and policies in business decisions.

Co-Po Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	-
CO2	2	3	2	1	1
CO3	3	2	1	2	2
CO4	3	2	1	2	1
CO5	2	3	2	1	3

1=Slight (low)2=Moderate (Medium)3=Substantial (High)

Prerequisite: Basic knowledge on Economics and business activities

Unit-I

Introduction to Business Economics:

Fundamentals of Economics: Economics-Definitions-Nature-Branches of Economics-Significance- Relationship with other disciplines — The role of managerial economist- Basic economic principles & Concepts.

Unit-II

Demand analysis

Demand- Function – Determinants- Types -Law of Demand; Elasticity of demand- Types –Factors affecting.

Demand forecasting: Definition-Significance-Types-Methods-Survey Method- Statistical Method

Unit-III

Production Analysis: Definition- Significance, Production function- Cobb-Douglas Production Function, Iso-Quants and costs-Law of variable proportions & law of returns to scale-Scale of production, Economies of scale.

Cost Analysis: Cost-Role of cost in business decisions-Cost concepts-cost-output relationship-Cost control and its Techniques-Break-Even Analysis.

Unit- IV

Market Structure and Pricing: Classification of Markets, Competitions and its features. Price-Output determination in Perfect competition, Monopoly, Monopolistic markets. Pricing methods and Strategies, Theories of profit.

Unit-V

Macro Economics and Business decisions: Concept-Nature-Theories - National Income-measurement- Inflation and Deflation – Types-Causes-factors influencing and Measures, RBI in India & Monetary Policies -Types.

Relevant case studies should be discussed in each unit

Text Books

1. G S Gupta, “*Managerial Economics*”, Tata Mc Graw Hill.
2. P.L.Mehta “*Managerial Economics–Analysis, Problems & Cases*”-Sulthan Chand & Sons
3. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.

Reference

1. Dean.Joel: “*Managerial Economics*”, PHI.
2. R.L.Varshney and K.L.Maheshwari, “*Managerial Economics*”, 17th Edition, Sultan Chand&Sons
3. HenryandHaynes, “*ManagerialEconomics*”:AnalysisandCases,BusinessPublications
4. Keat,2007, “*Managerial Economics*”,4thEdition,Thomson
5. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, “*Managerial Economics*”, Pearson Managerial Economics and Financial Accounting by Rama chandran Arya sri- Tata McGrawHill.2008.
6. Chaturvedi, Business Economics, International Book House, 2012

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To provide information about fundamental concepts of financial accounting and make them to learn the generally accepted Accounting Principles and Accounting Standards issued by IFRS.
CEO 2.	To acquaint the students with the fundamentals principles of financial, cost and management accounting and to enable the students to prepare, analyze and interpret Financial statements.
CEO 3.	To enable the students gain knowledge about concepts, principles and techniques of computing depreciation on fixed assets
CEO 4.	To create an understanding about funds flow and cash flow statements and make them to prepare these statements and to enable the students to use financial data in planning, decision making and control
CEO 5.	To enable them to do the financial statement analysis by using the tool financial ratios and able to draw meaningful conclusions about company's financial position.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
CO2	Interpret and analyze financial accounting and combine financial analysis with other information to assess the financial performance and position of a company.
CO3	Apply course concepts to analyze common business management decisions such as valuation of fixed assets and outsourcing decisions from a financial perspective
CO4	Define the nature and role of the financial statements and able to make financial Decision regarding cash and funds flow.
CO5	Identify the problem areas in business through various ratio techniques and can take decisions using management accounting tools

Co-Po Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	-	2	-
CO2	2	3	1	1	1
CO3	3	2	-	2	1
CO4	2	2	1	2	-
CO5	-	2	1	3	-

1=Slight(low)2=Moderate (Medium)3=Substantial (High)

Prerequisite: Fundamentals of trade, commerce and business

Unit-I

Introduction to Accounting–Nature and Scope-Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by International Financial Reporting Standards. Basics of Fund accounting, Investment Banking, Corporate actions and Reconciliation.

Unit-II

Financial Accounting System–Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

Unit-III

Valuation of Fixed assets: Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, weighted average methods).

Unit-IV

Funds flow and Cash flow statements: Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view– DuPont Chart.

Unit-V

Financial Statement Analysis–Ratio Analysis: Classifications–Liquidity, Activity, Profitability, Solvency and Structural ratios–Calculation and interpretation of ratios-Predictive Power of ratios – Advantages and Limitations of ratio analysis.

Relevant Case Studies should be discussed in each unit

Text Books

1. MaheshwariSN, MahehwariSK: “*Financial Accounting*”, Vikas Publishing House Private Limited, New Delhi, 2009,
2. I.M. Pandey: Management Accounting Vikas Publishing House, ND.
3. Dr. Javed Iqbal and Dr. Saima Prof. Naseem Ahmed “Accounting for Managers”- ND Publishers-2018 edition

References

1. Asish K. Bhattacharyya: “*Essentials of Financial Accounting*”, PHI Private Limited, New Delhi, 2009.
2. Khan. M. Y., Jain. P. K., 2007, Management Accounting –Text, Problems and Cases, 4th Edition, Tata Mc Graw Hill, New Delhi–8
3. N.M. SiOnghvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To apply the quantitative methods for business decision making.
CEO 2.	To understand the topic of linear programming problem and its use in practical problems for optimization.
CEO 3.	To assess the transportation and assignment concepts and limitations as applied to problems in industry.
CEO 4.	To analyze the usage of various statistical tools to interpret the data.
CEO 5.	To identify and evaluate the parts of queuing system and different types of queuing models.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Apply the need of using quantitative approach for effective decision- making.
CO2	Demonstrate the topic of linear programming problem and its use in practical problems for optimization.
CO3	Solve Transportation and Assignment problems using appropriate method.
CO4	Analyze various simple & advanced statistical tools and interpret data
CO5	Evaluate various components of a queuing system and description of each of them.

CO-PO Articulation Matrix:

Mapping course outcomes leading to the achievement of program outcomes:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2			
CO2	1		2	1	1
CO3	2		3		1
CO4	1	2		1	
CO5	1	2			1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge in Mathematics and Statistics

Unit-I

Introduction to Quantitative analysis: History and development of Quantitative Approach, Definitions of Operations Research, Quantitative analysis and Decision Making, Quantitative analysis Vs Qualitative Analysis.

Decision Theory: Steps of Decision Making process, Types of Decision Making environments: Under Uncertainty, under Risk; Decision Trees Analysis.

Unit-II

Linear Programming: Introduction, Basic Assumptions, Structure of linear Programming model, Formulation of LPP, Solution by the Graphical method: Multiple Optimal Solutions, Unbounded Solution, Infeasible Solution; Simplex method. Applications, Advantages, Limitations

Unit-III

Transportation Problem: Mathematical model, IBFS, Test for Optimality and Managerial applications. **Assignment Problem:** Mathematical model, Solutions of A.P., Variations of A.P. and Travelling Salesman Method.

Unit-IV

Statistical Inference: Introduction, Hypothesis and Hypothesis testing, Directions and errors in hypothesis testing, parametric vs. non-parametric tests, Hypothesis Testing for population Parameters with Large Samples (z-test), Hypothesis Testing for population with Small samples (t-test), Hypothesis testing based on F-Distribution (F-test), Chi Square test

Unit-V

Linear correlation: Types of Correlation, Methods of Studying Correlation: Scatter diagram method, Karl Pearson's coefficient of correlation and Rank correlation.

Linear Regression Analysis: Linear and Non-linear regression, lines of regression, coefficients of regression.

Queuing theory: Queuing Structure and basic component of Queuing Model, Distributions in queuing model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service server with finite and infinite population. Special purpose Queuing Models.

Relevant Case Studies should be discussed in each unit

Text Books

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounder pandian J., "Complete Business Statistics", 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

References

1. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson, Sweeney, Williams, Camm, Martin, Quantitative methods for Business, 12e, Cengage Learning, 2013.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To make students to understand the issues of Indian business environment in an integrated manner.
CEO 2.	To familiarize students with the various political and economical environmental issues.
CEO 3.	To understand the basic issues of legal environment in legitimate manner.
CEO 4.	To know the legal documentations and procedures required to run the business firms such as partnership and company.
CEO 5.	To acknowledge the information regarding Miscellaneous act and to manage business by duly following legality.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the impact of environmental issues while operating business.
CO2	Evaluate the political and economic environments of business.
CO3	Describe fundamental laws of business and to operate firms effectively.
CO4	Analyze documentation process while formation and operation of partnership and company business.
CO5	Apply knowledge of business concepts and functions in an integrated manner through miscellaneous act.

CO-PO Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	-	2	-
CO2	-	-	-	1	-
CO3	2	-	-	-	-
CO4	1	2	-	1	-
CO5	1	2	-	-	-

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge in business activities.

Unit-I

Introduction: Concept of Business Environment-Definition-Characteristics- Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

Unit-II

Economic and Political Environment: Concept-Definition of Economic Environment- Economic Systems- Relative merits and demerits of each systems-Economic Policies- Monetary-Fiscal-Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

Unit-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

Unit-IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature- Cyber Frauds.

Unit-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

Relevant Case Studies should be discussed in each unit

Text Book

1. K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2008.
2. S.N. Maheswari & S.K. Maheswari – A Manual of Business Laws, Himalaya Publishing House, 2013.

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
4. N.D.Kapoor, Mercantile Law, Sultan Chand Publishers.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To communicate effectively in a business context by demonstrating strong interpersonal skills and appropriate body language. They will be able to engage in professional interactions, build rapport, and convey information with clarity.
CEO 2.	To comprehend and engage with various forms of written and spoken business communication, including reports, presentations, and discussions.
CEO 3.	To gain the skills to identify areas for improvement, set personal development goals, and take steps to enhance their overall professional growth.
CEO 4.	To develop confidence in students and to participate in job interviews, group discussions, and other professional settings.
CEO 5.	To make the students proficient in various forms of written business communication.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Communicate effectively in business by exhibiting good interpersonal skills and appropriate body language.
CO2	Enhance listening and reading skills employing wide range of business vocabulary.
CO3	Asses their strengths and weaknesses, both in their personality development and productivity.
CO4	Face interviews and group discussions with confidence and attain their realistic goals and objectives.
CO5	Write business letters, memos, reports, e-mails, synopsis, etc., using appropriate language.

Co-Po Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	-	-	3	3
CO2	-	-	-	3	3
CO3	-	2	2	3	3
CO4	-	-	-	3	3
CO5	-	-	-	3	3

1=Slight (low)2=Moderate (Medium)3=Substantial (High)

Pre requisite: Basic knowledge of grammar, vocabulary and ability to speak, write and understand simple sentences in English.

Unit-I: Introduction

Role of Communication in Business-Process and Channels of Organizational Communication; Verbal and Non-verbal Communication-Body Language; Cross Cultural Communication-Problems and Challenges; Barriers to Effective Communication; Interpersonal Vs Intrapersonal Communication.

Unit-II: Functional Listening and Reading & Functional English

Dynamics of Listening - Process involved- Types of Listening; Reading Comprehension- Scanning, Skimming, Reading between lines and Critical Reading; Business English Vocabulary.

Unit-III: Soft Skills

Goal setting, Empathy- Conflict Resolution- Team Building – Leadership qualities – Importance of a Team work; Time management; Decision Making.

Unit-IV: Presentation Skills

Presentation Strategies – Types of Presentations- video Conferencing- Seminars – Technical Paper Presentation –Group Discussions –Brainstorming Sessions–Participating in Meetings–Formal and Informal Interviews

Unit-V: Business Writing

Business Correspondence- Significance–Letters (Business, complaint, explanation and Transmittal)- Drafting Memos and Minutes - E-mail Etiquette and Web notes – Executive Summary and Abstract- Fundamentals of Thesis Writing–Business Proposal Writing-Report Writing-Types of Reports.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Meenakshi Raman, “Business Communication”, Oxford University Press, NewDelhi.,2008.
2. Lokesh Mehra etal “Corporate Employability skills”, CEGR, I Edition,2016
3. Wallace and Masters “Personality Development”–Cengage Publishers

Reference Books:

1. Ramesh & Ramesh, “AceofSoftSkills”, PearsonEducation, NewDelhi,2009.
2. Rizvi Ashraf M., “Effective Technical Communication”, Tata Mc Graw Hill, New Delhi,2008.
3. Stephen R Covey, The 7 Habits of Highly Effective People, II Edition, Simon and SchusterUKLtd.,2004.
4. Leo Jones & Richard Alexander ,“New International Business English”, Cambridge University Press, New Delhi,2009.

L	T	P	Cr.
1	-	2	2

Course Educational Objective (CEOs): In this course, the students will learn

CEO 1.	To equip students with the basic information technologies available for improving managerial performance.
CEO 2.	To Identify and operate basic components of the computer and Microsoft Word.
CEO 3.	To recognize major components of the PowerPoint window and create a presentation.
CEO 4.	To point out major components of the Excel window.
CEO 5.	To create, add, modify, and delete records from a database.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the computer fundamentals, computer software and functions of operating systems.
CO2	Define MS Office software, learn how to open, save and print existing files and apply formatting techniques to produce professional documents.
CO3	Determine layout to achieve desired formatting and calculations for accurate workbook design
CO4	Design and develop presentation content to create presentation slides by entering text, data, and graphics.
CO5	Create a relational database using given data.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1		1
CO2	2				1
CO3	3	2			
CO4	2	1	1	2	
CO5	2	1		1	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite: Basic knowledge on fundamentals of computer and its operation.

Exercise-I:

Fundamentals of Computer: CPU, Basic logic gates, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development.

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

Exercise -II

MSWord: Text Basics, Text Formatting and saving file, Working with Objects, Header & Footers, working with bullets and numbered lists, Tables, Merging Documents, Sharing and Maintaining Document, Proofing the document, Printing.

Exercise -III

Introductory concepts of MS-EXCEL: Introduction to Excel, Formatting excel work book, Perform Calculations with Functions, Sort and Filter Data with Excel, Lookup Functions, Data Validations, Logical Functions, WHAT IF ANALYSIS, Protecting and Sharing the work book, Use Macros to Automate Task, Proofing and Printing.

Working with charts: Charts and Slicers, Create Effective Charts to Present Data Visually, Analyze Data Using PivotTables and Pivot Charts, Array Functions, EXCEL DASHBOARD

Exercise-IV

MS POWER POINT: Setting Up PowerPoint Environment, creating slides and applying themes, working with bullets and numbering, Working with Objects, Hyperlinks and Action Buttons, Working with Movies and Sounds, Animation and Slide Transition, Slide show options.

Exercise-V

Introduction to MS-ACCESS: Exploring Access Environment, Designing a Database, Creating a Relational Database in Access, Managing Data in a Table, Querying a Database, Designing Forms, Working with Reports.

Photo shop: Basic utilities and tools, which help them to edit a photograph, toolbars, saving files, Using help and resources.

Introduction to Google forms: Creating, sharing.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Fundamentals of Computers by E. Bala gurusamy, Publisher: McGraw Hill Education
2. Learning Microsoft® Office 2013 Deluxe Edition Pearson.
3. Foundations of IT, Dhiraj Sharma, Excel books.

References:

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation” Pearson.
2. Microsoft Office Professional 2010 Step by Step eBook by Joyce Cox, Joan Lambert and Curtis Frye.
3. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGrawHill.

L	T	P	Cr.
1	-	2	2

Course Educational Objectives (CEOs): In this course, the students learn

CEO 1.	To demonstrate a high level of proficiency in administrative and professional skills, including time management, organization, and effective use of office tools and software.
CEO 2.	To interpret and present ideas relevantly within team discussions.
CEO 3.	To deliver engaging and effective presentations and public speeches using appropriate language and communication techniques.
CEO 4.	To possess the skills to craft impressive resumes and exhibit proper etiquette and confidence during job interviews.
CEO 5.	To develop highly effective communication skills, both written and verbal, which are essential for success in administrative and professional roles

Course outcomes (COs): At the end of the course, students will be able to

CO1:	Acquire proficiency in Administrative and Professional Skills.
CO2:	Interpret and present ideas relevantly while discussing in teams.
CO3:	Acquire expertise in presentations and public speeches with effective language.
CO4:	Prepare impressive resume and face interviews with etiquette and confidence.

Co-Po Articulation Matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	-	1	1	3	2
CO2	-	1	1	3	3
CO3	-	1	1	3	2
CO4	-	1	1	3	2
CO5	-	1	1	3	2

1=Slight(low)2=Moderate (Medium)3=Substantial (High)

Pre-requisites: Fundamentals in English

Syllabus: Business Communication Lab (BCS) shall have two parts:

Computer Assisted Language Learning (CALL) Lab for 60 students with 60 systems, LAN facility and English language software for self-study by learners.

Interactive Communication Skills (ICS) Lab. with movable chairs and audio-visual aids with a P.A System, a T.V., a digital stereo – audio & video system and camcorder etc.

Unit-I

ICS LAB- Ice- Breaking Activity–Introducing Oneself- JAM-Extempore

Unit-II

ICS LAB- Group Discussion–Issues related to Industry & Business–Discussions on News Articles

Unit-III

ICSLAB-Public Speeches–TV Programme Analysis–Ad making.

Unit-IV

ICS LAB-Seminar Talk- Poster Presentations and Power Point Presentations (Industry and Business)

Unit-V

ICS LAB-Writing Resume and Job Cover Letter; Interview Skills–Types and process of Interviews–Strategies.

Books:

- 1.Effective Technical Communication by M Ashraf Rizvi., Publisher: TATA Mc Graw- Hill
- 2.Personality Development & Soft Skills by Barun K.Mitra.

Suggested Software: 1.Digital Mentor: Globarena, Hyderabad,2005

2.Sky Pronunciation Suite: Young India Films,Chennai,2009

Virtual English and Communication

(Any four from the list given below)

Business Communication

Business Communication is any communication that encourages a product, a type of service or organization in order to enhance sale prospects. <https://ve-iitg.vlabs.ac.in/Business%20Communication.html>

Common Errors in English

The Common Errors in English module is intended to help users avoid the common mistakes made in the use of the English language. <https://ve-iitg.vlabs.ac.in/Common%20Error.html>

Communication Skills

The Common Errors in English module is intended to help users avoid the common mistakes made in the use of the English language. <https://ve-iitg.vlabs.ac.in/Communication%20Skill.html>

Grammar

Grammar is the methodical study and description of the structure of a language. <https://ve-iitg.vlabs.ac.in/Grammer.html>

Technical communication

Technical communication is a style of writing which enables readers to understand a processor concept. <https://ve-iitg.vlabs.ac.in/Technical%20Communication.html>

Vocabulary

Vocabulary is the knowledge of words and word meanings and is a prime tool for communication in a language. <https://ve-iitg.vlabs.ac.in/Vocabulary.html>

Reading and Comprehension

Reading comprehension involve same as of how well an individual grasps what is read. <https://ve-iitg.vlabs.ac.in/Reading%20and%20Comprehension.html>

Listening Skills

Active listening is a form of listening that emphasizes on what a person says and involves an understanding of the context of the message as well as the emotions underlying it.

<https://ve-iitg.vlabs.ac.in/Listening%20Skills.html>

II SEMESTER

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): -In this course, the students will learn

CEO 1.	To help the students to develop cognizance of the importance of Financial Management in corporate valuation
CEO 2.	To enable students to describe how people analyze the corporate leverage under different conditions and understand how people evaluate different corporate methodologies in acquiring of finance.
CEO 3.	To provide the students to analyze specific characteristics of investment decision and their future action for capital budgeting and learn significance of time value of money.
CEO 4.	To enable students to synthesize related information and evaluate dividend decision for most logical and optimal solution they would be able to predict and control Debt Equity incurrence and improve results.
CEO 5.	To discuss the role of the Working capital management for the successful operations of the business.

Course Outcomes (Cos): At the end of the course, students will be able to

CO1	Understand the fundamentals of financial management and making them effective managers.
CO2	Demonstrate concept of capital structure for effective financial decisions.
CO3	Apply the capital budgeting techniques to select the project proposals.
CO4	Evaluate various approaches to be followed for wealth maximization of shareholders.
CO5	Illustrate the classification and working capital management.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	-	-	1
CO2	2	3	1	2	2
CO3	1	3	1	-	1
CO4	2	3	1	1	-
CO5	1	3	-	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge on accounting and business economics

Unit – I

Financial Management: Concept - Nature and Scope – Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives – Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

Unit –II

Financing Decision: Sources of finance – Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

Unit – III

Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – **Capital Budgeting** Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

Unit – IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

Unit – V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

Relevant Case Studies should be discussed in each unit

Text Books

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.
2. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005

Reference

1. Eugene F Brigham Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
3. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley& sons.
4. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrahill, New Delhi-2004.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To enable students understand the significant role played by HRM departments and familiarize them with the process of manpower planning
CEO 2.	To explain students about the scientific recruitment and selection processes and their merits and demerits
CEO 3.	To ensure students knowledge about different techniques of managing employee careers
CEO 4.	To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees
CEO 5.	To familiarize students with the usual disciplinary and grievance handling procedures

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand HRM practices and apply them effectively in the real time business to increase productivity.
CO2	Apply job analysis, scientific recruitment and selection processes for higher productivity
CO3	Determine organizational growth by designing and implementing appropriate training and development programmes.
CO4	Demonstrate relevant performance appraisal and compensation systems to meet individual and organizational strategic needs
CO5	Analyze disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organization

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	1	1
CO2	1	2	1	-	1
CO3	1	1	2	-	-
CO4	2	-	2	-	1
CO5	3	2	1	-	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre requisite : Basic knowledge on Principles of management

Unit – I

Introduction to HRM: Definition – Functions – Personnel policies and principles; Human Resource Planning: Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

Unit – II

Job Analysis and Design: Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hackman & Oldham's Job Characteristics Model; Job Enlargement and Job Enrichment.

Recruitment and Selection: Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

Unit – III

Managing Careers: Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment; **Training and Development:** Nature – Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee development – Methods

Unit – IV

Performance Appraisal: Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.

Unit – V

Employee Discipline: Definition – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages; **Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

Relevant Case Studies should be discussed in each unit

Text Books

1. K. Aswathappa: "*Human Resource and Personnel Management*", Tata McGraw Hill, New Delhi, 2007.
2. Gary Dessler: "*Human Resources Management*", PHI, New Delhi, 2007.

Reference

1. Biswajeet Pattanayak: "Human Resource Management", PHI, New Delhi, 2001.
2. P. Subba Rao: "*Personnel and Human Resource Management – Text and Cases*", Himalaya Publishing House, Mumbai, 2010.
3. P G Aquinas: "*Human Resources Management*", Vikas Publishing House, New Delhi, 2010.
4. B.B. Mahapatro: "*Human Resource Management*", New Age International Publishers, New Delhi, 2010.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To develop greater insight on concepts of marketing and strategies.
CEO 2.	To understand basis for market segmentation, targeting & positioning.
CEO 3.	To make the students understand product strategies and pricing strategies.
CEO 4.	To explain marketing communication concepts.
CEO 5.	To provide necessary distribution and marketing control concepts.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Apply their knowledge to develop appropriate marketing strategies.
CO2	Determine marketing strategies based on segmentation, target marketing and positioning by examining consumer behavior.
CO3	Describe the competencies to enhance the product offerings and pricing decisions.
CO4	Demonstrate knowledge to create integrated marketing communication strategies.
CO5	Examine marketing control and distribution strategies.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	2	3	1
CO2	1	2	-	-	3
CO3	1	-	3	2	-
CO4	2	3	-	-	1
CO5	1	-	1	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite : Fundamentals of Principles & Operational functions of Management

Unit -I

Introduction to Marketing: Definition-importance-Elements of marketing-Functions of marketing - Selling vs marketing, Marketing and Marketing Mix - Production Concept-Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

Unit -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Segmenting Consumer Markets and business markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy. Understanding Consumer behavior.

Unit -III

Product and Pricing Aspects: types of Products-Product Levels– Product Line, Product Mix-New product development- Product Life cycle –Brand Related decisions- Pricing-Objectives of Pricing - Methods of Pricing –Pricing strategies-Factors influencing pricing decisions.

Unit -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising, Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

Unit -V

Distribution, Marketing Control: Channels of Distribution-Types of middlemen-Intensive, Selective and Exclusive Distribution- Marketing control- Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control. Digital marketing-CRM-Rural Marketing-Services marketing-Global marketing.

Relevant Case Studies should be discussed in each unit

Text Book:

1. Philip Kotler, Kevin Lane Keller, Abraham koshy& Mithileswar Jha“Marketing management “- Pearson 14th edition, New Delhi -2013
2. VS Ramaswamy, S.Namakumari “**Marketing management**”- 3/e, Macmillan, New Delhi, 4thedition, 2013

Reference Books:

1. Phillip Kotler: “**Marketing Management**”, Pearson Publishers, New Delhi,2013.
2. Rajan Saxena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. Tapan K Panda: “**Marketing Management**”, Excel Books, New Delhi,2012
4. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai,2013
5. Vijay prakashanand – **Marketing management** _ Biztantra&vailey publishers
6. RSN Pillai and Bhagawati – **Modern marketing principles and practices** –S Chand publications
5. K Karunakaran- **Marketing management**- Himalaya publishers-2013.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To make the student to learn the concepts of production and operations management.
CEO 2.	To enable the student to know the product design and process design technologies.
CEO 3.	To enlighten the students with the concept of Production Planning and Control.
CEO 4.	To create awareness about materials management.
CEO 5.	To create an opportunity to learn concepts of quality management.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the concepts relating to production and operations management activities.
CO2	Design product and process, make decisions related to plant location and layout.
CO3	Interpret production scheduling process effectively by using appropriate materials Management techniques.
CO4	Evaluate various methods of materials management techniques.
CO5	Analyze quality of products through total quality management.

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	-	1	3	-
CO2	1	2	2	-	3
CO3	3	2	-	2	-
CO4	2	1	2	-	1
CO5	1	1	-	1	2

1=Slight(low)2=Moderate (Medium)3=Substantial (High)

Pre-requisite: Basic knowledge on Management and statistics

Unit –I

Introduction to Production and Operations Management-Historic Evolution, Differences between Manufacturing and Operations, types of production system, OM scenario today. Recent trends in Operations management, Types of Production System, Challenges and opportunities in Operations management, Just in Time (JIT) & lean system.

Unit –II

Product Design and & process Selection: Stages in Product design Process, Value analysis, facility location, factors affecting plant location, Plant layout: Types of layouts, characteristics, advantages and Disadvantages (*Problems on plant location*)

Unit-III

Production planning and Control: Stages in PPC-Scheduling in Job, Shop Type Production, Assignment and Sequencing, Scheduling in Mass, Continuous and Project Type Production, Line balancing, Gantt charts.

Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of productivity. (*Problems on Sequencing*). Work study- Method Study, Steps in Method Study; Procedure for Work measurement,

Unit-IV

Materials Management- Objectives, components, purchase management, store management, inventory management, Types of inventory, Methods of inventory control, (ABC, VED, FSN, SDE).(*Problems on inventory and stock levels*)

Unit -V

Quality Management: Quality –Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 series), Statistical Quality Control: Control Charts for variables and attributes, acceptance sampling, Quality assurance, six sigma, Quality circles, Deming 14 principles, quality standards. (*Problems on SQC*).

Relevant Case Studies should be discussed in each unit

Text Books:

- 1.K.Aswathappa &K Sridhar Bhat,“ Production and Operations Management “Himalaya Publishing House, Mumbai,2023.
- 2.William J Stevenson:“Operations Management”,Tata Mc Graw Hill,New Delhi,2022.
3. Nair NG:“Production and Operations management “Tata McGraw Hill,New Delhi,2009

Reference Books:

1. S A Chunawalla ,D R Patel:”Production& Operations Management”, Himalaya Publishing House,Mumbai,2016.
- 2.James R Evans and David A. Collier: Operations Management” ,Cengage Learning India private limited, New Delhi, 2009.
3. Joseph, S Martinich, POM ,john Wiley & sons Canada2003.
4. P. Ramamurthy, POM, New Age International publishers,2012.

L	T	P	Cr.
4	-	-	4

Course Educational Objectives (CEOs):

CEO 1.	This course provides students with the opportunity to learn a number of research techniques, methods, and tools.
CEO 2.	The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.
CEO 3.	The student will be given instructions on how research is systematically designed and/or planned.
CEO 4.	An important objective of the course is to acquaint students with various instruments used in conducting a social survey.
CEO 5.	The course intends to familiarize students with the data analysis and report writing techniques.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Demonstrate a thorough understanding of how research is conducted in business management domain.
CO2	Familiarized with the data collection methods and procedures and make their research studies scientific.
CO3	Understand the concepts of scaling and measurement in management research, particularly relating to qualitative data.
CO4	Apply a number of statistical techniques for analyzing the data gathered by them.
CO5	Apply a logical and descriptive writing approach in their presentation of research findings.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	2
CO2	3	2	1	1	1
CO3	3	2	1	1	1
CO4	3	3	2	2	2
CO5	1	1	1	3	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Successful completion of QABD course in I semester

Unit – I

Research: Meaning, objectives and Significance; Role of business research and applications
Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research, Ethics and business research, Technology used in business research, the research process.

Unit – II

Research Design: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

UNIT – III

Measurement and Scaling: Concepts; Attitude measurement; psychological and social instruments used in management science, Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

Unit – IV

Data Analysis: Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Mann Whitney U test and Wilcoxon test their significance. Hypothesis: characteristics, formulation, Hypothesis testing procedure.

Unit – V

Report Writing: Report writing and significance, Different steps in report writing, Layout of the research report, Precautions. Preparation of project abstract with reference to management research.

Relevant Case Studies should be discussed in each unit.

Text Books

1. Cooper R .Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: C R,Garg, Gaurou “*Research Methodology*, New Age International Publishers, New Delhi, 2014.

References

1. Krishna Swamy .OR and Obul Reddy . D. *Research Methodology and Statistical tools* 1st editions Himalaya Publishing House, New Delhi. 2012.
2. Narayana Reddy P, Acharyulu GVRK, “*Research Methodology and Statistical Tools*”, 2nd Ed., Excel Books, New Delhi, 2016
3. Panneer selvam R: “*Research Methodology*”, PHI Learning Private Limited, New Delhi, 2009.

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To provide an understanding of basic concepts of Business Analytics.
CEO 2.	To understand analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.
CEO 3.	To understand the concept of Data Mining
CEO 4.	To know about perspective analytics and business perspective
CEO 5.	To get awareness on R software

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the fundamental concepts of Business Analytics
CO2	Demonstrate systematic and deep understanding of Descriptive analytics that include Descriptive statics and Data Visualization
CO3	Illustrate Regression Analysis and Data Mining
CO4	Interpret the concept and issues of Perspective analytics and linkage with data analytics
CO5	Describe R software & environment in big data analytics

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	1	-	2	-	1
CO2	1	2	-	1	-
CO3	-	1	1	2	2
CO4	2	2	-	1	-
CO5	-	1	2	2	1

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic knowledge on descriptive and inferential statistics.

Unit-I

Introduction to Business Analytics:

Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice, Big Data – Overview of Using Data, Types of Data.

Unit-II

Descriptive Analytics:

Overview of Description Statistics (Central Tendency, Variability), Data Visualization – Definition, Visualization Techniques – Tables, Cross Tabulations, Charts, Data Dashboards Using MS-Excel & SPSS.

Unit-III

Predictive Analytics:

Trend Lines, Regression Analysis – Linear and Multiple, Forecasting Techniques, Data Mining – Definition, Approaches in Data Mining – Data Exploration and Reduction, Classification, Association, Cause and Effect Modelling.

Unit-IV

Prescriptive Analytics:

Overview of Linear Optimization, Non-linear Programming Integer Optimization, Cutting Plane Algorithm and Other Methods, Decision Analysis – Risk and Uncertainty Methods.

Unit-V

Programming Using R:

R Environment, R Packages, Reading and Writing Data in R, R Functions, Control Statements, Frames and Subsets, Managing and Manipulating Data in R.

Relevant Case Studies should be discussed in each unit

Text Books:

1. Fundamentals of Business Analytics, 2nd Edition, WILEY Publications, 2018.
2. Business Analytics 2nd Edition, James Evans, Pearson Publication, 2012.

References:

1. Analytics: Data Science, Data Analysis and Predictive Analytics for Business, 5th Edition, Daniel Covington, 2019.
2. Business Analytics: Data Analysis & Decision Making, 6th Edition, Christian Albright & Wayne L. Winston, Cengage Publication, 2017.
3. Data Mining for Business Analytics: Concepts, Techniques, and Applications, Galit Shmueli, Peter C. Bruce & Nitin R. Patel, 3rd Edition, WILEY Publication, 2011

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

CEO 1.	To understand the importance of cross culture in conduct of business
CEO 2.	To provide deeper insights to students in cross cultural management
CEO 3.	To familiarize students with significance of culture, values and style of doing business by an organization
CEO 4.	To motivate students to accept cultural differences and how to resolve organizational conflicts
CEO 5.	To enhance the ability and performance of students during international encounters

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the influence of national culture on a particular business
CO2	Demonstrate the cultural dilemmas and realizing the significance of cultural values
CO3	Illustrate perfect strategy between leadership and culture
CO4	Describe barriers in intercultural communication and resolving them appropriately
CO5	Understand the cross cultural conflicts and differences and handle them effectively

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	-	1	3	2
CO2	1	1	-	2	-
CO3	1	2	2	-	2
CO4	-	1	1	2	2
CO5	3	-	1	2	2

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Prerequisite: Basic Knowledge on cultural dimensions, impact of culture on business behaviour and practices

Unit – I

Introduction – Determinants of Culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit – II

Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Unit – III

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Unit – IV

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit – V

Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Relevant Case Studies should be discussed in each unit

Text books

1. Madhavan, Shobhana, 2016, Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi
2. Sinha, Jai B.P. 2004. Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi
3. Browaeys, Marie Joelle and Roger Price, 2010, Understanding Cross-cultural Management, Pearson Education, New Delhi

References

1. Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.

MBA (II Sem.)

**23MB63 – Logistics and Supply Chain
Management
(Open Elective)**

L	T	P	Cr.
3	-	-	3

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To know the importance of Logistics and Supply Chain management in present Business context.
CEO2	To equip the knowledge of logistics cost and its performance.
CEO3	To apply the techniques and Bench-marking Priorities.
CEO4	To provide a good understanding on Sourcing decisions and transportation in Supply Chain Management.
CEO5	To enlighten the students with regard to Global Supply Chain and its relationship in Economy.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the growing importance of Supply Chain Management.
CO2	Measure the Supply Chain management Costs and its performance.
CO3	Demonstrate the Bench marking in Supply Chain Management
CO4	Analyze the sourcing, transportation, and pricing products.
CO5	Understand the concepts of Global aspects in Supply Chain Management.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	2
CO2	1	2	3	1	3
CO3	1	2	3	2	1
CO4	3	2	1	2	2
CO5	1	2	2	1	3

1=Slight (Low) 2 =Moderate(Medium) 3-Substantial (High)

Pre-requisite: Basic knowledge on management.

UNIT-I:

Logistics and Competitive strategy: Competitive advantage– Gaining Competitive advantage through logistics-Integrated supply chains–Competitive performance-Models in Logistics Management-Logistics to Supply Chain Management–Focus areas in Supply Chain Management-Customer service and retention-Basic service capability Value added services

UNIT-II:

Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing–Logistics and the bottom-line–Impact of Logistics on shareholder value-customer profitability analysis–direct product profitability–cost drivers and activity-based costing.

UNIT-III:

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations– Mapping the supply chain processes–Supplier and distributor bench marking–setting bench marking priorities–identifying logistics performance indicators–Channel structure–Economics of distribution–channel relationships–logistics service alliances.

UNIT-IV:

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain–infrastructure suppliers of transport services–transportation economics and pricing–documentation - pricing and revenue management Lack of coordination and Bullwhip Effect –Impact of lack of coordination.-CRM–Internal supply chain management.

UNIT-V:

Managing global Logistics and global Supply Chains: Logistics in a global economy– views of global logistics- global operating levels – inter linked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics –Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Relevant Case Studies should be discussed in each unit

Text Books:

1. K.Shridhara Bhat“logistics and Supply chain management”, Himalaya publishing House,2022.
2. Sai Kumari.V, Purushotham S “logistics and Supply chain management”,- Sultan Chand & Sons 2022.
3. Prof. Sunil Lal chandani & Dr. Bharti Mirchandani“logistics and Supply chain management”, Himalaya publishing House 2018.

Reference Books:

- Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- Edward J Bradi, John J Coyle:“A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi,2012.
- Sunil Chopra and Peter Meind: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi2013
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi,2009
- Manish Bansal, Babita Singla:“Retail and Supply Chain Management”, Kalyani Publishers, New Delhi,2012.

L	T	P	Cr.
3	-	-	3

CEO 1.	To motivate the students to gain the knowledge using online platform
CEO 2.	To encourage the students to equip more knowledge in the emerging management courses.
CEO 3.	To give a platform to the students to study the management course which is not been offered in the curriculum.
CEO 4.	To gain more leadership & management abilities by learning the new management courses integrated with technology like Data Analytics, Business Analytics, SAP, FICO, digital marketing, digital finance, accounting package etc.
CEO 5.	To gain capability to meet market job requirements.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Acquire required skills using online platform
CO2	Demonstrate the knowledge in the emerging business management areas.
CO3	Recognize the management courses beyond curriculum.
CO4	Apply technical knowledge to handle business problems.
CO5	Discover and meet the market job requirements-industry needs.

CO-PO Articulation Matrix

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	2	1	-	2	-
CO2	1	-	-	1	-
CO3	-	-	-	3	1
CO4	3	1	2	-	-
CO5	-	-	-	1	3

1= Slight (low) 2=Moderate (Medium) 3=Substantial (High)

Pre-requisite: Familiarity with fundamentals of management

L	T	P	Cr.
1	-	2	2

CEO1.	To develop proficiency in SQL, Excel, and Power BI for data management, analysis, and visualization.
CEO2.	To apply SQL techniques for data analysis, including integrity constraints, DDL, DML, and aggregate functions.
CEO3.	To create informative data visualizations in Power BI to support decision-making.
CEO4.	To cleanse and transform data in Power BI to ensure accuracy and build robust data models.
CEO5.	To design real-world dashboards that demonstrate analytical thinking and insight into complex datasets.

Course outcomes (COs): At the end of the course, students will be able to

CO1	Understand and utilize SQL, Excel, and Power BI for data management, analysis, and visualization.
CO2	Apply SQL techniques including integrity constraints, DDL, DML, and aggregate functions to analyze data.
CO3	Create compelling data visualizations using Power BI for informed decision-making.
CO4	Cleanse and transform data in Power BI for accuracy and build supportive data models.
CO5	Design real-world dashboards, demonstrating analytical thinking and insight into complex datasets.

Co- Po Articulation Matrix:

Course Outcomes(COs)	Program Outcomes(POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	1	3	-	-	2
CO2	3	2	1	2	1
CO3	-	2	2	-	1
CO4	2	3	1	2	2
CO5	-	3	2	2	2

1=Slight(low)2=Moderate(Medium)3=Substantial (High)

Prerequisite: Fundamentals of Information Technology & Statistics

UNIT 1: INTRODUCTION TO DATA SOURCES & POWER BI

- Understanding the role of data sources in business operations.
- Introduction to SQL
- Introduction to Excel work sheet
- Importance of dashboards in decision-making.
- Data Analysis with excel.

UNIT 2: SQL QUERYING AND DATA MANIPULATION

- Integrity Constraints: Primary key, foreign key, NOT NULL, UNIQUE
- DDL Commands: CREATE, DROP, ALTER, TRUNCATE, and RENAME
- DML Commands: INSERT, UPDATE, and DELETE
- Data Query: SELECT, WHERE CAUSE, GROUP BY, ORDER BY
- TCL Commands: COMMIT, ROLLBACK, SAVEPOINT
- Aggregate Functions: COUNT, SUM, AVG, MAX, MIN.
- Introduction to Different types of Joins

UNIT 3: POWER BI ESSENTIALS

- Overview of Power BI and its importance in data visualization.
- Exploring Power BI interface: Model view, Data View, Report View.
- Getting Data in Power BI.
- Cleaning, Transforming, and Loading Data in Power BI
- Design Data Model in power BI.

UNIT 4: CREATING VISUALIZATIONS WITH POWER BI

- Building interactive dashboards and reports.
- Formatting Components of Dashboard.
- Create and manage workspace and publish the dashboards.

UNIT 5: CASE STUDY – DESIGN POWER BI DASHBOARD FOR REAL-WORLD DATA

- Design dashboard for student Counselling.
- Design a Dashboard to analyze Covid Data.
- Design a Dashboard to analyze Road Accidents.

Text Books:

1. Marco Russo, Alberto Ferrari. Introducing Microsoft Power BI,
2. Marco Russo, Alberto Ferrari, Chris Webb Microsoft SQL Server 2012 Analysis Services: The BISM Tabular Model, MICROSOFT PRESS (SEP 2011)
3. Marco Russo, Alberto Ferrari, Chris Webb Tabular Modeling in SQL Server Analysis Services (2nd Edition), MICROSOFT PRESS (APR 2017).
4. Allen G. Taylor SQL for Dummies (For Dummies (Computer/Tech)) 9th Edition
5. SQL Pour les Nuls, 3e (French Edition) Kindle Edition, French Edition, Allen G. Taylor.

L	T	P	Cr.
2	-	2	3

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1.	To select a diverse range of startup companies considering various backgrounds, sizes, and developmental stages.
CEO2.	To proficiently collect data from multiple sources, including startup websites, news, financial reports, and industry analyses.
CEO3.	To effectively conduct SWOT analyses to identify startup strengths, weaknesses, opportunities, and threats.
CEO4.	To expertly evaluate startup business models, including revenue streams, cost structures, and value propositions.
CEO5.	To formulate well-informed and actionable recommendations for startups based on comprehensive analyses, addressing weaknesses and leveraging strengths.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Understand the importance of diversity in selecting a range of startup companies operating in different backgrounds, sizes, and stages of development.
CO2	Analyze and synthesize information from multiple sources to develop a comprehensive understanding of each startup's background, market position, and competitive landscape.
CO3	Apply the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to systematically assess each startup's internal strengths and weaknesses as well as external opportunities and threats.
CO4	Analyze the startup's business model by examining its revenue streams, cost structure, and promoting value proposition to customers.
CO5	Evaluate the findings of the analysis to formulate well-reasoned and actionable recommendations for each startup.

CO-PO Articulation matrix:

Course Outcomes (COs)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	2	2
CO2	-	3	-	3	1
CO3	3	2	2	2	1
CO4	-	3	1	3	2
CO5	-	3	-	-	1

1=Slight(low)2=Moderate (Medium)3=Substantial (High)

Prerequisite: Fundamentals of business environment

UNIT –I SELECT STARTUP COMPANIES

Choose a diverse set of startup companies to analyze. Consider different backgrounds, sizes, and stages of development.

UNIT –II BACKGROUND OF THE INFORMATION

Collect data from various sources, including company start-up websites, news, financial reports, and industry reports.

UNIT -III SWOT ANALYSIS

Conduct a SWOT analysis to identify the startup's strengths, weaknesses, opportunities, and threats.

UNIT -IVBUSINESS PLAN MODEL EVALUATION

Evaluate the startup's business model, considering revenue streams, cost structure, and Promoting value proposition.

UNIT -V FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Based on analysis, formulate actionable recommendations for the startup's growth, addressing weaknesses and leveraging strengths.