



Master of Business Administration
R24 Course Structure & Syllabus

	Course Code	Course Title	Contact Hours/Week				Credits	Scheme of Valuation		
			L	T	P	Total		Cr	CIE	SEE
1	24MB01	Management Perspectives & Organizational Behavior	4	-	-	4	4	30	70	100
2	24MB02	Business Economics	4	-	-	4	4	30	70	100
3	24MB03	Financial Accounting & Analysis	4	-	-	4	4	30	70	100
4	24MB04	Quantitative Analysis for Business Decisions	4	-	-	4	4	30	70	100
5	24MB05	Legal & Business Environment	4	-	-	4	4	30	70	100
6	24MB06	Entrepreneurship Development	4	-	-	4	4	30	70	100
7	24OE81	Business Communication and Personality Development	3	-	-	3	3	30	70	100
	24OE82	Information Technology for Business								
	24OE83	Rural Development								
	24OE84	Intellectual Property Rights & Patents								
	24OE85	MOOCs : SWAYAM/NPTEL- (Related to Management Courses other than listed courses in the syllabus)								
8	24MB51	Business Communication and Personality Development Lab	-	-	4	4	2	20	30	50
9	24MB52	Information Technology Lab	-	-	4	4	2	20	30	50
10	24MB53	Entrepreneur Project -I Identifying the area of interest, interacting with successful business and submission of ground report.	-	-	4	4	2	50	-	50
TOTAL			27	0	12	39	33	300	550	850

I Year II Semester

S.No	Course Code	Course Title	Contact Hours/Week				Credits	Scheme of Valuation		
			L	T	P	Total		Cr	CIE	SEE
1	24MB07	Financial Management	4	-	-	4	4	30	70	100
2	24MB08	Human Resource Management	4	-	-	4	4	30	70	100
3	24MB09	Operations Management	4	-	-	4	4	30	70	100
4	24MB10	Marketing Management	4	-	-	4	4	30	70	100
5	24MB11	Research Methods for Business Decisions	4	-	-	4	4	30	70	100
6	24MB12	Business Analytics	4	-	-	4	4	30	70	100
7	24OE86	Cross Cultural Management	3	-	-	3	3	30	70	100
	24OE87	Project Management								
	24OE88	Lean Management								
	24OE89	Database Management System								
8	24MB54	R - Programming Lab	-	-	4	4	2	20	30	50
9	24MB55	Tally Lab	-	-	4	4	2	20	30	50
10	24MB56	Entrepreneur Project –II Study on different loan approaches of State and Central Govt. Prepare the Business Development plan.	-	-	4	4	2	50	-	50
TOTAL			27	0	12	39	33	300	550	850

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, economic, 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

MBA (I Sem)		L	T	P	Cr
	24MB01 Management Perspectives and Organizational Behavior	4	-	-	4

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

CEO1	To highlight the evolution of management and pioneering contributions in management practices for getting clarity and applying.
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 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 making effective decisions.
CO3	Interpret the scope of organizational behavior 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	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)

Prerequisite: Basic Knowledge of 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 conflict - 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 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 study discussions in all units

Textbooks

1. Knootz Herald, Weihrich. Henz and Arya Sri, “Principles of Management”, MH, 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 Bhattacharya, 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 “Organizational Behaviour-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008.
6. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behaviour”, TMH Education, NewDelhi,2008

MBA (I Sem)		L	T	P	Cr
	24MB02 Business Economics	4	-	-	4

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

CEO1	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.
CEO2	To delineate the role of demand and demand forecasting for effective decision-making.
CEO3	To develop an economic way of thinking while dealing with production and cost analysis to solve business problems and challenges.
CEO4	To understand the concept of market intelligence and to evaluate the nature of different market structures for sensible economic managerial decisions.
CEO5	To infuse the basic knowledge about the concepts of macroeconomic 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 Macroeconomic concepts and policies in business decisions.

Co-Po Articulation Matrix:

Course Outcomes	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 of 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 of variable proportions & law of returns to 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, and 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 study discussions in all units

Textbooks

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. Henry and Haynes, “*Managerial Economics*”: Analysis and Cases, Business Publications
4. Keat,2007, “*Managerial Economics*”,4thEdition, Thomson
5. H. Craig Petersen, W.C. Lewis, S K Jain, 2006, “*Managerial Economics*” Pearson Managerial
6. Economics and Financial Accounting by Rama Chandran Arya Sri- Tata 3 McGrawHill.2008.
7. Chaturvedi, Business Economics, International Book House, 2012

MBA (I Sem)		L	T	P	Cr
	24MB03 Financial Accounting and Analysis	4	-	-	4

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

CEO1	To provide information about fundamental concepts of financial accounting and make them learn the generally accepted Accounting Principles and Accounting Standards issued by IFRS.
CEO2	To acquaint the students with the fundamental principles of financial, cost, and management accounting and to enable the students to prepare, analyze, and interpret Financial statements.
CEO3	To enable the students to gain knowledge about concepts, principles, and techniques of computing depreciation on fixed assets
CEO4	To create an understanding of funds flow and cash flow statements and make them prepare these statements and to enable the students to use financial data in planning, decision making, and control
CEO5	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 the 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	Identifying the problem areas in business through various ratio techniques can take decisions using management accounting tools

Co-Po Articulation Matrix:

Course Outcomes	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 Predictive power of ratios –Advantages and Limitations of ratio analysis.

Relevant case study discussions in all units

Textbooks

1. Maheshwari SN, Maheshwari SK: “*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, 4thEdition, Tata Mc Graw Hill, New Delhi–8
3. N.M. Singhvi, 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.

MBA (I Sem)		L	T	P	Cr.
	24MB04 Quantitative Analysis for Business Decisions	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 problems and its use in practical problems for optimization.
CEO 3	To assess the concepts of transportation and assignment and their limitations as applied to problems in the industry.
CEO 4	To analyze the usage of various statistical tools to interpret the data.
CEO 5	To identify and evaluate the parts of the queuing system and different types of models.

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

CO1	Apply the need to use a quantitative approach for effective decision-making.
CO2	Demonstrate the topic of linear programming problems and its use in practical problems for optimization.
CO3	Solve Transportation and Assignment problems using appropriate methods.
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:

Course Outcomes	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 components of Queuing Model, distributions in queuing model, differences in queuing model with FCFS, Queue Discipline, Single and Multiple service servers with finite and infinite populations. Special purpose Queuing Models.

Relevant case study discussions in all units

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.

MBA (I Sem)		L	T	P	Cr.
	24MB05 Legal and Business Environment	4	-	-	4

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

CEO1	To make students understand the issues of the Indian business environment in an integrated manner.
CEO2	To familiarize students with the various political and economic environmental issues.
CEO3	To understand the basic issues of the legal environment legitimately.
CEO4	To know the legal documentation and procedures required to run the business firms such as partnerships and companies.
CEO5	To acknowledge the information regarding the Miscellaneous Act and to manage the 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 a business.
CO2	Evaluate the political and economic environments of business.
CO3	Describe fundamental laws of business and how 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 acts.

CO-PO Articulation Matrix:

Course Outcomes	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 of 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 system-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 study discussions in all units

Textbooks

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.

MBA (I Sem)		L	T	P	Cr
	24MB06 Entrepreneurship Development	4	-	-	4

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

CEO1	To enable students to understand the concept of entrepreneurship, entrepreneurial motivation, barriers, theories, and classifications, and to develop entrepreneurial values and attitudes relevant to developing economies.
CEO2	To familiarize students with the problems faced by new ventures during incubation and take-off stages and to create awareness about institutional support systems, financial institutions, government policies, and the role of SIDBI in project management.
CEO3	To help students analyze different types of entrepreneurs, understand the challenges of sick industries, and examine the roles of professionalism, BIFR, and bank syndication in industrial revival.
CEO4	To equip students with knowledge of project concepts, life cycle, feasibility analysis, and project report preparation for effective project planning and evaluation.
CEO5	To develop students' ability to plan and initiate an enterprise by making informed startup decisions related to project selection, enterprise choice, and market assessment.

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

CO1	Understanding the concept, theories, motivation, barriers, and values of entrepreneurship in a developing economy.
CO2	Enhance students with the problems faced by new ventures and the institutional, financial, and policy support available for small-scale industries.
CO3	Analyse different types of entrepreneurs and understand the causes, remedies, and revival mechanisms of sick industries.
CO4	Equip students with knowledge of project analysis, feasibility studies, and preparation of project reports.
CO5	Develop the ability to plan and start an enterprise through informed decision-making and market assessment.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic understanding of business, economics, and management concepts.

UNIT -I

Introduction: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors Economic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship- Theories of entrepreneurship; Classification of Entrepreneurship- Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes

UNIT- II

Problems & Support: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. -Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs. -Role of SIDBI in Project Management.

UNIT -III

Types of Entrepreneurs: Family and non-family entrepreneurs - Role of Professionals, Professionalism vs. family entrepreneurs--Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit -IV

Project Analysis: Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report.

Unit -V

Development of Enterprise: Concept and development of Enterprise - Procedure of starting Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Enterprise.

Relevant case study discussions in all units

Textbooks

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organizations (Wheeler, 1998) 11
3. Jonne Ceserani -Innovation & Creativity (Crest) 2001.
4. Bridge Setal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,2003)
5. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998

References:

1. Singh P& Bhanderkar A-Winning the Corporate Olympiad: The Renaissance Paradigm(Vikas)
- Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
2. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford.
3. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.
4. Amidon, D. M.(1997)-Innovation Strategy for the Knowledge Economy: TheKanawakening. Butterwork-Heinemann, New Delhi, India.

MBA (I Sem)		L	T	P	Cr
	24OE81 Business Communication and Personality Development	3	-	-	3

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

CEO1	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.
CEO2	To comprehend and engage with various forms of written and spoken business communication, including reports, presentations, and discussions.
CEO3	To gain the skills to identify areas for improvement, set personal development goals, and take steps to enhance their overall professional growth.
CEO4	To develop confidence in students and to participate in job interviews, group discussions, and other professional settings
CEO5	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 by employing a wide range of business vocabulary.
CO3	Assess 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	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)

Prerequisite: 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 Teamwork; 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 study discussions in all units

Textbooks

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

References

1. Ramesh & Ramesh, “Ace of Soft Skills”, Pearson Education, New Delhi, 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 Schuster UK Ltd., 2004.
4. Leo Jones & Richard Alexander, “New International Business English”, Cambridge University Press, New Delhi, 2009.

MBA (I Sem)		L	T	P	Cr
	24OE82 Information Technology for Business	3	-	-	3

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

CEO1	To provide students with an understanding of the role of information technology and information systems in modern business organizations and their effective management.
CEO2	To familiarize students with information technology infrastructure, including hardware, software, data management, and networking technologies such as the Internet and Intranet.
CEO3	To enable students to understand how information technology can be used to gain competitive advantage through integrated systems, enterprise solutions, and decision support tools.
CEO4	To develop an understanding of intelligent systems in business, including artificial intelligence applications, expert systems, and the ethical and global issues associated with them.
CEO5	To equip students with knowledge of electronic commerce, strategic use of information systems, and modern digital business models for achieving organizational effectiveness.

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

CO1	Understand the role of information technology and information systems in the functioning and management of modern business organizations.
CO2	Create awareness on information technology infrastructure, including hardware, software, data management, and networking systems.
CO3	Understand how information technology supports competitive advantage through enterprise systems, inter-organizational systems, and decision support tools.
CO4	Develop an understanding of intelligent systems in business and their applications, along with associated ethical and global issues.
CO5	Acquire knowledge of electronic commerce and the strategic application of information systems in digital business environments.

Co-Po Articulation Matrix:

Course Outcomes	Program Outcomes (POs)				
	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)

Prerequisite: Basic knowledge of the fundamentals of computers and their operation.

UNIT-I

Business and Information Technology - Business in the Information Age, Information system, CBIS, Trends in IT Evolution and types of Information Systems, Managing IT in organization.

UNIT-II

Information Technology Infrastructure - Computer Hardware, Software, Managing and Organization of Data and Information - Telecommunication and Networks. The Internet and Intranet (I.O.T).

UNIT-III

Information Technology for Competitive advantage - Inter Organizational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision Support.

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UNIT-IV

Intelligent Systems in Business - Artificial intelligence and Intelligent Systems - Expert Systems, Intelligent Agents, Virtual Reality, Ethical and global issues of Intelligent systems.

UNIT-V

Electronic Commerce - Foundation, Business to Consumer Applications, Business to Business Applications, Consumer Market Research and other Support, Legal and Ethical issues in E-commerce Strategy, Information Systems, Strategic Advantage, Porter's Competitive Forces model on IT, Business Process Re-engineering, Virtual Corporations, E- Learning, CBI, Information Systems Development Life Cycle (SDLC), Building Internet and Intranet Applications.

Relevant case study discussions in all units

Text Books

1. Turban Rainer and Potter: Introduction to Information Technology, John & Wiley Sons.
2. James O'Brien: Introduction to Information Systems, McGraw Hill Book Company.

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 McGraw-Hill.

MBA (I Sem)		L	T	P	Cr
	24OE83 Rural Development	3	-	-	3

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

CEO1	To facilitate the students to understand the basic nature of rural society in India
CEO2	To appraise students about the Rural Local Administration
CEO3	To provide insights on rural demography and rural economy in India
CEO4	To provide insights on various processes and challenges of agriculture in India
CEO5	To make students aware of the rural market structure in India

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

CO1	Describe the key aspects of rural society in India
CO2	Describe the rural local administration
CO3	Analyze the dynamics of local rural population and local rural economy
CO4	Explain the processes and challenges of agriculture in India
CO5	Summarize the components and implications of land tenure systems and land reforms in India.

Co-Po Articulation Matrix:

Course Outcomes	Program Outcomes (POs)				
	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 understanding of socio-economic conditions and rural society.

Unit-I

Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, human capital of development- Distinction between development and growth, Indicators of rural development, problems & issues in rural development.

Unit – II

Rural Management: Nature, Scope and challenges in marketing operations, human and financial resources in rural areas. Entrepreneurship opportunities in rural areas, Agricultural production, productivity and backwardness, Social and Economic structure of rural India and its economic development.

Unit – III

Rural Community Development: M.D.G -Concept of community, Function of Community, PURA model, Community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.; Zilla Parishad - structure, powers, function, working and problems in Rural Administration.

Unit – IV

Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution., Rainwater harvesting Watershed management. Social security schemes in India-DDP-CRSP-NHRDP-DWACRA- DRDA-Health care programmes.

Unit-V

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing. Fundamentals of Rural Demography and Economics: Rural population –process of development-GATT- WTO-SEZ-CSR-NAIS.

Relevant case study discussions in all units

Text Books:

1. Satya Sundaram, I. *Rural Development*, Himalaya Publishing House, New Delhi.
2. Desai, A.R. *Rural Development in India*, Himalaya Publishing House, New Delhi.
3. Singh, Katar. *Rural Development: Principles, Policies and Management*, Sage Publications, New Delhi.

References:

1. Satya Sundram, I. “Rural Development” Himalaya Publishing House, New Delhi.
2. K. Venkata Reddy-Agricultural and rural Development-Himalaya publishing house

MBA (I Sem)		L	T	P	Cr
	24OE84 Intellectual Property Rights	3	-	-	3

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

CEO1	To introduce the concept and scope of Intellectual Property Rights.
CEO2	To develop knowledge of patent and copyright systems.
CEO3	To create awareness of trademark protection and enforcement.
CEO4	To provide knowledge of industrial design protection and layout designs.
CEO5	To familiarize students with cyber laws governing digital transactions.

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

CO1	Describe different kinds of intellectual property rights and their significance.
CO2	Demonstrate patent and copyright laws, registration procedures, rights, and remedies.
CO3	Understand trademark registration, infringement, and legal remedies.
CO4	Summarize design registration, cancellation, and semiconductor layout design laws.
CO5	Analyze the IT Act 2000, e-commerce regulations, digital signatures, and cybercrimes.

Co-Po Articulation Matrix:

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

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

Pre-requisite: Basic understanding of law, computers, and information technology concepts.

Unit-I

INTRODUCTION TO IPR: Meaning of property, Origin, Nature, Meaning of Intellectual Property Rights –Kinds of Intellectual property rights—Copy Right, Patent, Trademark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

Unit-II

PATENT RIGHTS AND COPY RIGHTS— Origin, Meaning¹g⁸ of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. COPY RIGHT—Origin, Definition &Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

Unit-III

TRADEMARKS— Origin, Meaning & Nature of Trademarks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties.

Unit-IV

DESIGN- Meaning, Definition, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design. Semiconductor Integrated circuits and layout design Act-2000.

Unit-V

BASIC TENENTS OF INFORMATION TECHNOLOGY ACT-2000 – IT Act - Introduction E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature. Cybercrimes

Relevant case study discussions in all units

TEXTBOOKS:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra
3. IPR by P. Narayanan
4. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni

MBA (I Sem)		L	T	P	Cr
	<p style="text-align: center;">24OE85 MOOCs : SWAYAM/NPTEL- (Related to Management Courses other than listed courses in the syllabus)</p>	3	-	-	3

NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

MBA (I Sem)		L	T	P	Cr.
	23MB51 Business Communication & Personality Development LAB –I	-	-	4	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 an impressive resume and face interviews with etiquette and confidence.

Co-Po Articulation Matrix:

Course Outcomes	Program Outcomes				
	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 PowerPoint Presentations (Industry and Business)

Unit-V

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

Textbooks

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 an organization to enhance sales 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 involves the same as 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 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>

MBA (I Sem)		L	T	P	Cr.
	24MB52 Information Technology Lab	-	-	4	2

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

CEO1	To equip students with the basic information technologies available for improving managerial performance.
CEO2	To Identify and operate basic components of the computer and Microsoft Word.
CEO3	To recognize major components of the PowerPoint window and create a presentation.
CEO4	To point out major components of the Excel window.
CEO5	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	Program 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)

Prerequisite: Basic knowledge of the fundamentals of computers and their 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 files, Working with Objects, Header & Footers, working with bullets and numbered lists, Tables, Merging Documents, Sharing and Maintaining Documents, Proofing the document, Printing.

Exercise -III

Introductory concepts of MS-EXCEL: Introduction to Excel, formatting Excel workbook, Perform Calculations with Functions, Sort and Filter Data with Excel, Lookup Functions, Data Validations, Logical Functions, WHAT IF ANALYSIS, Protecting and Sharing the workbook, 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, and 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, and Working with Reports.

Photoshop: Basic utilities and tools, that help them to edit a photograph, toolbars, saving files, Using help and resources.

Introduction to Google Forms: Creating, sharing.

Relevant case study discussions in all units

Textbooks

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

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

MBA (I Sem)		L	T	P	Cr.
24MB53 Entrepreneur Project –I		-	-	4	2

Identifying the area of interest, interacting with successful business and submission of ground report.

II SEMESTER

MBA (II Sem)		L	T	P	Cr
	24MB07 Financial Management	4	-	-	4

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

CEO1	To understand the fundamental concepts, nature, scope, and evolution of financial management in modern organizations.
CEO 2	To analyze financing decisions, sources of funds, cost of capital, and leverage to optimize a firm's capital structure.
CEO 3	To develop the ability to make sound investment decisions using capital budgeting techniques and time value of money concepts.
CEO 4	To evaluate dividend policies, payout strategies, and understand their impact on shareholder wealth and firm valuation.
CEO 5	To manage liquidity and working capital effectively, including cash, receivables, and inventory management.

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

CO1	Demonstrate knowledge of financial management concepts, objectives, and the trade-off between profit maximization and wealth maximization.
CO2	Analyze and make financing decisions, assess financial leverage, and calculate the weighted average cost of capital for organizations.
CO3	Apply investment appraisal techniques such as NPV, IRR, and Payback Period to evaluate long-term projects.
CO4	Formulate dividend policies, interpret dividend theories, and recommend optimal payout strategies for firms.
CO5	Assess working capital requirements, implement cash management models, and optimize accounts receivable and inventory management.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of accounts and accounting concepts.

UNIT-1

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 and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non-Discounting Methods.

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 – Accounts Receivables –Credit Policies – Inventory Management.

Relevant case study discussions in all units.

References:

1. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “**Financial Management**”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

MBA (II Sem)		L	T	P	Cr
	24MB08 Human Resource Management	4	-	-	4

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

CEO1	To understand the concepts, principles, and evolution of Human Resource Management and its strategic role in organizations.
CEO2	To develop analytical skills related to HR planning, recruitment, training and development
CEO3	To gain knowledge on performance appraisal system, career development and also current trends and compensation methods
CEO4	To gain knowledge of wage administration, welfare measures, and labor legislation affecting human resource practices.
CEO5	To understand the dynamics of industrial relations, trade unions, collective bargaining, and dispute resolution mechanisms.

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

CO1	Explain the concepts, principles, evolution, and strategic role of Human Resource Management in modern organizations.
CO2	Apply HR planning, job analysis, recruitment, selection, training, and development practices to organizational situations.
CO3	Analyze performance appraisal systems, career development practices, and compensation management strategies used in organizations.
CO4	Understand and evaluate wage and salary administration, incentive systems, welfare measures, and labor legislation affecting HR practices.
CO5	Examine industrial relations, trade unions, collective bargaining, grievance handling, employee participation, and workplace safety.

Co-Po Articulation Matrix:

Course Outcomes	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 of Management

UNIT -I

HRM: Concept, Nature, Scope- and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment – Emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis-Job Design- Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction- Training and Development – Need and Importance- Methods and of Training. Concept of HRD.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT-V

Managing Industrial Relations: Nature- Importance -Trade Unions - Employee Participation Schemes- Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health.

Relevant case study discussions in all units.

References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: A south-Asian Perspective”, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

MBA (II Sem)		L	T	P	Cr
	24MB09 Operations Management	4	-	-	4

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

CEO1	To understand the fundamentals of Operations Management and its role in manufacturing and service organizations.
CEO2	To develop analytical skills for designing products, processes, and facilities to improve operational efficiency.
CEO3	To apply forecasting, planning, and control techniques for effective resource utilization
CEO4	To enhance productivity and quality using scientific methods, tools, and continuous improvement practices.
CEO5	To analyze real-life operational problems and case studies to support managerial decision-making.

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

CO1	Understand fundamentals of Operations Management and production systems.
CO2	Apply product, process, facility, and job design concepts.
CO3	Apply forecasting, planning, and control techniques in operations.
CO4	Analyze productivity using work study and process analysis tools.
CO5	Evaluate quality management practices using SQC and TQM concepts.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of Management & statistical techniques.

UNIT I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

UNIT- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, Alpha & Beta risk), Total Quality Management (TQM).

Relevant case study discussions in all units.

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

MBA (II Sem)		L	T	P	Cr.
	24MB10 Marketing Management	4	-	-	4

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

CEO 1	To understand the transition from basic customer needs to modern marketing strategies, enabling them to identify how businesses create value within the Indian market environment.
CEO 2	To break down a broad market into manageable groups and develop a unique brand identity that stands out to a specific target audience.
CEO 3	To utilize the tools to manage a product's journey from launch to retirement and to apply pricing tactics that balance company profit with customer value.
CEO 4	To build a cohesive "voice" for a brand using advertising, public relations, and sales teams to effectively reach and persuade consumers.
CEO 5	To understand as to how products physically reach the consumer and how to use data to ensure a marketing plan is actually working.

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

CO1	Identify the difference between what a customer "needs" and what they "want," and use that insight to suggest which marketing philosophy fits a business in the Indian context.
CO2	Divide a diverse population and "slice" it into specific groups, choosing the best group to sell and creating a clear reason why they should pick your brand over a competitor.
CO3	Track where a product stands in its "life" and pick the right price tag that keeps the business profitable without scaring away the customers.
CO4	Design a balanced plan for a brand—mixing ads, social media, and sales teams—so the message stays consistent and actually convinces people to buy.
CO5	Determine the best path for a product to get from the factory to the shelf and use "performance scorecards" to prove whether the marketing budget is being spent wisely or wasted.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of sales and management.

UNIT - I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and 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 - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT - III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price Increases-Responding to Competitor’s price changes.

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 Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant case study discussions in all units.

References:

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “**Marketing Management**”, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013

MBA (II Sem)		L	T	P	Cr.
	24MB11 Research Methods for Business Decisions	4	-	-	4

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

CEO1	To understand the nature, purpose, and significance of research in business and social sciences.
CEO2	To develop the ability to identify research problems and design an appropriate research process.
CEO3	To gain knowledge of data collection methods, sampling techniques, and measurement scales used in research.
CEO4	To acquire skills in statistical analysis, hypothesis testing, and interpretation of research data.
CEO5	To develop competence in preparing, presenting, and communicating research reports in a systematic and ethical manner.

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

CO1	Explain the nature, importance, types, and ethical issues of business and social research, and formulate a clear research problem.
CO2	Design an appropriate research methodology, including data sources, sampling techniques, questionnaire design, and measurement scales.
CO3	Conduct survey research and fieldwork, and apply techniques of data editing, coding, classification, tabulation, and graphical presentation.
CO4	Formulate hypotheses and apply statistical inference techniques, including parametric and non-parametric tests such as t-test and Chi-square test, for data analysis.
CO5	Analyze research data using bi-variate and multivariate techniques, interpret results, and prepare and present a systematic research report.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of social sciences.

UNIT- I

Introduction: Nature and Importance of Research, the role of Business Research, aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business Research- Defining Research Problem, Steps in Research process.

UNIT- II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT- III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires-Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT- IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT- V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant case study discussions in all units.

References:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
3. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

MBA (II Sem)		L	T	P	Cr
	24MB12 Business Analytics	4	-	-	4

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

CEO1	To learn data analytics concepts and their relevance in business organizations.
CEO2	To use the analytical techniques and tools for business data analysis.
CEO3	To clean, visualize, and present data using modern analytics tools.
CEO4	To understand the Descriptive statistical methods for summarizing and analyzing business data.
CEO5	To learn the process of developing competence in predictive analysis using correlation and regression methods.

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

CO1	Understand data analytics concepts and apply them to real-world organizational decision-making.
CO2	Apply data analysis processes, techniques, and tools to analyze data and generate meaningful insights.
CO3	Apply data cleaning techniques and analyze data using statistical summaries, visualizations, dashboards, data Interpretation and Visualization tools
CO4	Analyze and compute the measures of central tendency and variability using MS Excel for descriptive data analysis.
CO5	Apply correlation and regression techniques, analyze business data, and evaluate predictive models to support managerial decision-making.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of statistical tools & techniques.

UNIT -I

Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

UNIT -II

Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

UNIT -III

Concepts of data cleaning - Data Visualization: Over view of Data visualization – Data Visualization tools, Statistical methods for summarizing data – How to create pivotal tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts: -1. Scatter charts, 2. Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, - Effective use of Dashboards, Power BI and Tableau.

UNIT -IV

Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, Mode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel- Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel

UNIT -V

Predictive Analytics: Karl Pearson Correlation Techniques - Spearman's Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.

Relevant case study discussions in all units.

References:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Hadley Wickham & Garrett Grolemund. O'REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020
3. James Evans, Business Analytics, 2e, Pearson, 2017.
4. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
5. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, Drivers and Techniques by Prentice Hall of India, New Delhi, 2015.
6. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016.

MBA (II Sem)		L	T	P	Cr
	24OE86 Cross Cultural Management	3	-	-	3

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

CEO1	To understand the concept of culture and its significance in business and organizational contexts.
CEO2	To develop awareness of cultural differences and similarities in global business environments.
CEO3	To build competencies in cross-cultural communication, negotiation, and decision-making.
CEO4	To gain knowledge of global human resource management practices, including staffing, training, leadership, and retention.
CEO5	To develop the ability to diagnose, design, and manage organizational culture change for high performance.

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

CO1	Explain the concept, dimensions, and analytical frameworks of organizational culture and the cultural backgrounds of business stakeholders.
CO2	Analyze the role of culture in global management, cross-cultural communication, and the development of high-performance teams.
CO3	Apply cross-cultural negotiation and decision-making skills in international and multicultural business contexts.
CO4	Examine global HRM practices, including expatriate management, leadership development, motivation, and retention strategies.
CO5	Diagnose existing corporate cultures, design culture change strategies, and evaluate the effectiveness of culture transformation initiatives.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of Indian cultural environment.

UNIT – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

UNIT – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and Behaviour necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the as is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant case study discussions in all units.

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

MBA (II Sem)		L	T	P	Cr
	24OE87 Project Management	3	-	-	3

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

CEO1	To understand the fundamental concepts, environment, and life cycle of project management.
CEO2	To develop the ability to identify investment opportunities and evaluate project proposals.
CEO3	To acquire knowledge of market, technical, legal, managerial, and financial feasibility analysis.
CEO4	To gain proficiency in project scheduling, planning, and control techniques such as PERT and CPM.
CEO5	To develop skills for effective project implementation, monitoring, evaluation, and review.

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

CO1	Explain the basics of project management, types of projects, project life cycle, appraisal, selection, and causes of project delays.
CO2	Conduct market feasibility analysis, including market surveys, demand forecasting, and sales projections.
CO3	Analyze technical, legal, and managerial feasibility and apply PERT and CPM techniques for project scheduling and control.
CO4	Evaluate financial and operational feasibility using capital budgeting techniques, risk analysis, and cost–revenue estimation.
CO5	Apply concepts of project implementation, control, performance evaluation, and project review, including abandonment decisions.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of production and its operations.

UNIT -I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

UNIT- II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections., business environment for project management.

UNIT- III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

UNIT -IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

UNIT- V:

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant case study discussions in all units.

References:

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, “Project Evaluation and Management”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

MBA (II Sem)		L	T	P	Cr
	24OE88 Lean Management	3	-	-	3

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

CEO1	To understand the evolution of production systems and the philosophy of lean production.
CEO2	To develop knowledge of waste elimination, customer focus, and systems thinking in lean environments.
CEO3	To acquire practical understanding of JIT, Jidoka, Kaizen, Six Sigma, and quality improvement tools.
CEO4	To learn the principles of standardized work, Total Productive Maintenance (TPM), and continuous improvement.
CEO5	To develop an appreciation for lean culture, employee involvement, and strategic deployment through Hoshin Planning.

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

CO1	Explain the concepts and evolution of lean production, including mass production, craft production, Toyota Production System, customer focus, and waste management.
CO2	Apply Just-in-Time (JIT) principles, Kanban systems, value stream mapping, Jidoka, and Poka-Yoke techniques to improve production flow.
CO3	Analyze continuous improvement tools such as Kaizen, Six Sigma, QFD, FMEA, SPC, QC circles, and 5S in lean systems.
CO4	Understand and evaluate standardized work and Total Productive Maintenance (TPM) for improving productivity and equipment efficiency.
CO5	Examine lean culture and strategic alignment through employee involvement, quality circles, Kaizen training, and Hoshin Planning.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of Production Concepts

UNIT- I

Introduction: Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management.

UNIT- II

Just in Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production levelling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system. Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT -IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

Relevant case study discussions in all units.

References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

MBA (II Sem)		L	T	P	Cr
	24OE89 Database Management System	3	-	-	3

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

CEO1	To understand the basic concepts, architecture, and challenges of database systems.
CEO2	To learn data modeling concepts and relational database design principles.
CEO3	To develop skills in database definition, querying, and security using SQL.
CEO4	To understand transaction management, concurrency control, and recovery mechanisms.
CEO5	To introduce advanced database concepts such as indexing, query optimization, and data warehousing.

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

CO1	Explain database concepts, architecture, data models, and database applications.
CO2	Design databases using ER and relational models and apply normalization techniques.
CO3	Use SQL for database definition, querying, security, and advanced database operations.
CO4	Analyze transaction processing, concurrency control, and recovery mechanisms in DBMS.
CO5	Explain advanced database concepts including indexing, query optimization, and data warehousing.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of information technology.

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT- II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT- IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT- V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant case study discussions in all units.

References:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, —Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, —Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, —An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, —Database Management Systems, Fourth Edition, McGraw Hill, 2015.

MBA (II Sem)		L	T	P	Cr.
	24MB54 R-Programming Lab	-	-	4	2

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

CEO 1	To Apply fundamental R programming concepts including data types, variables, and data structures for solving basic computational problems.
CEO 2	To develop students' ability to design and implement R programs using control structures, user-defined functions, and recursion for solving real-world computational tasks.
CEO 3	To equip students with the skills to apply mathematical, statistical, and simulation techniques in R for effective data analysis and problem-solving.
CEO 4	To train students to create, customize, and interpret graphical visualizations in R for meaningful and effective data representation.
CEO 5	To enable students to apply probability distributions and perform statistical hypothesis testing in R for conducting inferential data analysis.

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

CO1	Apply fundamental R concepts including data types and data structures to perform basic computations.
CO2	Develop R programs using control structures, functions, and recursion to solve computational problems.
CO3	Implement mathematical, statistical, and simulation techniques in R for data analysis.
CO4	Create and customize graphical visualizations in R for effective data representation.
CO5	Apply probability distributions and statistical tests in R to perform inferential analysis.

Co-Po Articulation Matrix:

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

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

Prerequisite: Basic Knowledge of Excel and other IT concepts

UNIT-I

All the theory content here below shall be executed with examples.

Introduction, how to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

UNIT-II

All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets, - If- Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Example: A Binary Search Tree.

UNIT-III

All the theory content here below shall be executed with examples.

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions for Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV

All the theory content here below shall be executed with examples.

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function – Customizing Graphs, Saving Graphs to Files.

UNIT-V

All the theory content here below shall be executed with examples.

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, -ANOVA.

References:

- 1) The Art of R Programming, Norman Matloff, Cengage Learning
- 2) R for Everyone, Lander, Pearson
- 3) R Cookbook, Paul Teetor, Oreilly
- 4) R Programming By Dr.T. Murali Mohan, S.Chand Publications.
- 5) Garrett Grolemond, Hands on Programming with R, Oreilly

MBA (II Sem)		L	T	P	Cr.
	24MB55 TALLY LAB	-	-	4	2

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

CEO1	To understand the fundamentals of Tally.ERP9, including company creation, ledger management, and basic accounting operations.
CEO2	To develop skills in managing inventory using Tally.ERP9, including stock groups, categories, units of measure, and voucher entries.
CEO3	To acquire advanced accounting and inventory management skills, such as bill-wise details, cost centers, multiple currencies, and bank reconciliation.
CEO4	To gain knowledge of tax compliance and statutory reporting in Tally.ERP9, including TDS, TCS, GST, EPF, ESIC, and professional tax.
CEO5	To learn how to generate and analyze financial, inventory, and payroll reports for effective decision-making.

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

CO1	Demonstrate the ability to set up companies, create ledgers, and manage accounts efficiently using Tally.ERP9.
CO2	Apply inventory management techniques, including creating stock groups, stock items, and voucher entries for real-world business scenarios.
CO3	Perform advanced accounting operations like cost center allocation, interest calculation, budget controls, bank reconciliation, and order processing in Tally.ERP9.
CO4	Execute tax-related operations such as TDS, TCS, GST compliance, and statutory reporting using Tally.ERP9.
CO5	Generate, interpret, and analyze various financial, inventory, and payroll reports to support managerial decision-making.

CO-PO Articulation Matrix:

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

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

Prerequisite: Basic knowledge of the fundamentals of computers and their operation.

UNIT - I

FUNDAMENTALS OF TALLY.ERP: tally origin - Company features -Configuration -Getting functions with Tally.ERP9 - Creation / setting up of Company - Chart of Groups -Groups -Multiple Groups - Ledgers -Multiple Ledgers

UNIT - II

INVENTORY MASTERS IN TALLY.ERP9 - Stock Groups - Multiple Stock Groups - Stock Categories - Multiple Stock Categories - Units of Measure- Stock Items- vouchers entries - Types of Vouchers - Chart of Vouchers - Accounting Vouchers - Inventory Vouchers - Invoicing

UNIT - III

ADVANCE ACCOUNTING & INVENTORY TALLY.ERP9 - Bill-wise details - Cost centers and Cost Categories - Multiple currencies - Interest calculations - Budget and controls - Scenario management - Bank Reconciliation - Order Processing - Recorder Levels - Batch-wise details - Bill of Materials - Price Lists - Zero-Valued Entries - Additional cost details - POS

UNIT - IV

TAXES IN TALLY.ERP9 - TDS - TDS Reports - TDS Online Payment - TDS Returns filing - TDS Certificate issuing - 26AS Reconciliation - TCS - TCS Reports - GST - GST Returns □ EPF - ESIC - Professional Tax

UNIT - V

GENERATING REPORTS IN TALLY.ERP9 - Financial Statements - Trading Account - Profit & Loss Account - Balance Sheet - Accounts Books and Reports - Inventory Books and Reports - Exception Reports - Statutory Reports - Payroll Reports - Trail balance - Day Book □ -List of Accounts - Stock Summary - Outstanding Statement.

References:

1. TallyPrime Book (2023) by Sanjay Satpathy SWAYAM EDUCATION Mandal Bagicha, Hemkapada, Sunhat, Balasore,Odisha-756003 (INDIA)
2. Tally power of simplicity (2011) by Aruna Prakashan Hindvi Computer, Latur
3. Financial Accounting and Analysis - Discovery Publishing House Pvt. Ltd., New Delhi
4. Management and Cost accounting - - Discovery Publishing House Pvt. Ltd., New Delhi

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Study on different loan approaches of state and central govt. Prepare the business development plan.