



**VIJAYANAGARA SRI KRISHNADEVARAYA
UNIVERSITY**

JNANASAGARA CAMPUS, BALLARI – 583 105

**DEPARTMENT OF STUDIES IN BUSINESS
ADMINISTRATION**

SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION
(I to IV Semester)**

**With effect from
2021-22**



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Studies in Business Administration

Distribution of Courses/Papers in Postgraduate Programme I to IV Semester as per Choice Based Credit System (CBCS) Proposed for PG Programs

I-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams(Hrs)
				IA	Sem. Exam	Total	L	T	P		
FIRST	DSC1	21MBA1C1L	Management Behavioral Process	30	70	100	4	-	-	4	3
	DSC2	21MBA1C2L	Managerial Economics	30	70	100	4	-	-	4	3
	DSC3	21MBA1C3L	Accounting for Managers	30	70	100	4	-	-	4	3
	DSC4	21MBA1C4L	Marketing Management	30	70	100	4	-	-	4	3
	DSC5	21MBA1C5L	Quantitative Techniques for Managers	30	70	100	4	-	-	4	3
	SEC1	21MBA1S1L/T	Communication Skills for Managers	20	30	50	1	1	-	2	2
	DSC5P1	21MBA1C1P	Quantitative Techniques for Managers Lab	20	30	50	-	-	4	2	2
	DSC3T1	21MBA1C2T	Accounting for Managers	20	30	50	-	2	-	2	2
Total Marks for I Semester						650				26	

II-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
SECOND	DSC6	21MBA2C6L	Financial Management	30	70	100	4	-	-	4	3
	DSC7	21MBA2C7L	Business Research Methods	30	70	100	4	-	-	4	3
	DSC8	21MBA2C8L	Operations Management and Supply Change Management	30	70	100	4	-	-	4	3
	DSC9	21MBA2C9L	Human Resource Management	30	70	100	4	-	-	4	3
	DSC10	21MBA2C10L	Strategic Management	30	70	100	4	-	-	4	3
	SEC2	21MBA2S2L/T	Personality Development	20	30	50	1	1	-	2	2
	DSC8P2	21MBA2C3P	Operations Management & SCM Lab	20	30	50	-	-	4	2	2
	DSC6T2	21MBA2C4T	Financial Management	20	30	50	-	2	-	2	2
Total Marks for II Semester						650				26	

III SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
THIRD	DSE1	21MBA3E1AL	A. Luxury and Fashion Marketing	30	70	100	4	-	-	4	3
		21MBA3E1BL	B. Manpower Planning, recruitment and Selection								
		21MBA3E1CL	C. Financial Markets and Institutions								
		21MBA3E1DL	D. Risk Management and Insurance								
	DSE2	21MBA3E2AL	A. Lifestyle Marketing	30	70	100	4	-	-	4	3
		21MBA3E2BL	B. Employee Relations and Engagement								
		21MBA3E2CL	C. Financial Derivatives								
		21MBA3E2DL	D. Merchant Banking and Financial Services								
	DSE3	21MBA3E3AL	A. Sports and Entertainment Marketing	30	70	100	4	-	-	4	3
		21MBA3E3BL	B. HR Metrics and Analytics								
		21MBA3E3CL	C. Project Appraisal and Finance								
		21MBA3E3DL	D. Mutual Funds								
	DSE4	21MBA3E4AL	A. Strategic Marketing	30	70	100	4	-	-	4	3
		21MBA3E4BL	B. Performance and Benefits Management								
		21MBA3E4CL	C. Behavioral Finance								
		21MBA3E4DL	D. Corporate Insurance Management								
	DSE5	21MBA3E5AL	A. Strategic Brand Management	30	70	100	4	-	-	4	3
		21MBA3E5BL	B. Team Dynamics at Work								
		21MBA3E5CL	C. Mergers, Acquisitions and Corporate Restructuring								
		21MBA3E5DL	D. Principles and Practices of Banking								
GEC1	21MBA3G1AL	A. Business Ethics and Corporate Governance	20	30	50	2	-	-	2	2	
	21MBA3G1BL	B. Start-up and Entrepreneurship									
	21MBA3G1CL	C. Time Management									
Internship		21MBA3C1I	Internship	30	70	100	-	-	8	4	-
Total Marks for III Semester						650				26	

IV SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
FOURTH	DSE6	21MBA4E6AL	A. Services Marketing and CRM	30	70	100	4	-		4	3
		21MBA4E6BL	B Strategic HRM								
		21MBA4E6CL	C.Security Analysis and Applied Value Investing								
		21MBA4E6DL	D.Actuarial Practices and Practices								
	DSE7	21MBA4E7AL	A. Pharma Marketing/Management	30	70	100	4	-		4	3
		21MBA4E7BL	B. Cross Cultural Management								
		21MBA4E7CL	C. Modern Portfolio Management								
		21MBA4E7DL	D. Retail Banking, Rural Banking and Micro Finance								
	DSE8	21MBA4E8AL	A. Healthcare and Hospital Management	30	70	100	4	-		4	3
		21MBA4E8BL	B. Work life Balance and Well-being								
		21MBA4E8CL	C. International Financial Management								
		21MBA4E8DL	D. Life, Health and General Insurance								
	DSE9	21MBA4E9AL	A. Food and Beverage Management	30	70	100	4	-		4	3
		21MBA4E9BL	B. Personal Growth and Interpersonal Effectiveness								
		21MBA4E9CL	C. Fixed Income Securities, Structured Finance and Alternate Investments								
		21MBA4E9DL	D. International Banking and Islamic Banking								
	DSE10	21MBA4E10AL	A. Hospitality and Tourism Management	30	70	100	4	-		4	3
		21MBA4E10BL	B. Leadership								
		21MBA4E10CL	C. Advanced Capital Structure Decisions								
		21MBA4E10DL	D. Treasury and Forex Management								
GEC2	21MBA4G2AL	A. Team Building and Problem Solving	20	30	50	2	-		2	2	
	21MBA4G2BL	B. Stress Management									
	21MBA4G2CL	C. Change Management									
Project	21MBA4C1R	Research Project	30	70	100	-	-	8	4	-	
Total Marks for IV Semester						650				26	
Grand Total Marks						2600					



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Department of Studies in Business Administration

Programme: Master of Business Administration (MBA)

Programme overview:

The Department strives to create a vibrant knowledge base environment in the department to empower students with professional & personal excellence.

The department envisages instilling managerial qualities among the students with an ability to harness a latest trends and developments in the field of management and technology.

The teaching faculty is a carefully put together team of varied real world managerial experiences.

Apart from the core faculty who act as in campus mentors and student guides, business leaders, corporate bigwigs, industrialists, professional consultants from the other segment of the teaching faculty visit the campus and interact with students through regular classroom sessions, seminars, workshops and discussions.

The student at the end of the day is bombarded with such high quality challenging inputs that the tenure in the institute becomes rigorous, demanding and achievement compelling.

The department is provided with the state-of-the art class rooms, air condition seminar hall, computer lab and extensive knowledge resource bank of valuable references libraries and internet connectivity.

The department has a separate Forum named as "Innovative Managers Forum", which interacts with corporate executives, bringing in speakers, and participate in Management fests.

Programme Educational Objectives (PEO's):

1. To provide knowledge and skills needed to become an effective manager in a variety of organizational settings.
2. To provide Graduates with the foundations in content and competencies that will support their development as effective managers in a variety of organizational settings.

3. To develop the analytical skills for decision making in a business world of complex business issues and problems.
4. The develop leadership, critical thinking, team work and communication skills among the graduates.
5. To develop an understanding of and ability to use technology as a tool of effective management.
6. To develop an ability for ethical decision making.
7. To develop the ability to function effectively in a diverse and global business environment.

Program Outcomes (PO's):

1. The Graduates will demonstrate the knowledge, skills and competencies required in a variety of organizational settings as an effective Manager.
2. The Graduates will demonstrate the analytical skills for ethical decision making in a business world of complex business issues and problems.
3. The Graduates will demonstrate the organizational skills for Policy Implementations.
4. The Graduates will demonstrate the ability to function effectively in a diverse and global business environment.
5. The Graduates will demonstrate the ability to use technology, communication, leadership and teamwork as tools of effective management.

Program/Course Assessment Tools:

- Internal Assessment Tests
- Seminars and Workshops
- Book/Movie Reviews
- Micro-Projects, Field Works and Real World Learning
- Case Discussions and Analysis
- Business Quiz
- Event Management
- Student Lab Activities
- Interviews
- Role Play
- Team Building Exercises

Mapping PEO's and PO's:

Program Objectives	Program Outcomes				
	1	2	3	4	5
A	X	X	X		X
B	X	X	X		X
C	X	X	X	X	
D	X	X	X	X	X
E					X
F		X			
G					X

M.B.A First Semester

Course: Management Behavioral Process	Course Code: 21MBA1C1L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 30 Marks	Semester End Examination: 70 Marks

Objective:

- Understand the business management and its principles.
- Understand the process of planning and decision-making.
- Role of factors in enhancing the organization performance.
- Understand the concept and process of organizational behavior

Unit 1: (10 Hours)

Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, issues and challenges of 21st century managers, evolution of management thought.

Unit 2: (12Hours)

Planning: Meaning, Nature of Planning, Planning Process, Objectives, MBO: Process, benefits, Limitations. Strategies: level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team-based structures, virtual organizations, boundary less organizations. Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment.

Unit 3: (10 Hours)

Concept of Control, Basic Elements of Control, Steps in Controlling Process, Requirements of an Effective Control System, Tools of controlling, Definition of direction, Nature of Direction, Need/Importance, Elements of Directing, Principles of Directing, Techniques of Directing, Characteristics of Directing; ,

Unit 4: (12 Hours)

Organizational Behaviour: Introduction, definition, fundamental principles of OB, Personality Meaning, formation, determinants, traits of personality, big five and MBTI, Motivation, Importance of Motivation, Motivational theories, Perception, Process of perception and individual decision making, Organizational culture, Human Resource Policies, Organizational Power and Politics,

Unit 5: (12Hours)

Group and Group Dynamics Introduction, Definitions, Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour, Conflict process and management, Conflict Resolution Model,

Concept of Leadership, Leadership Traits, Leadership Styles and Theories, Importance of Leadership, Contemporary Leadership issues.

Practical Component

- Case Studies from each unit shall be dealt with analysis report
- Report on Success Stories of today’s Global and Indian leaders. Case Writing, Mini projects, Role playing, Group Discussions and Management games.
- Students need to visit few organizations and prepare a report on the innovations taken in different areas or activities. Conducting exercises on creativity and brain storming.

Reference Books:

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Management: Text and Cases-VSP Rao, Excel BOOKS
3. Management and Organizational Behaviors, Chuck Williams, James Cambell, Manjunath & Sandhya Cengage Publications, 2018
4. Charles Hill, W.L. and Steven L. McShane, Principles of Management, Tata McGraw Hill, Latest Edition
5. Robbins, Stephen P., and Timothy A., Judge, “Essentials of organizational behavior”, Latest Edition
6. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Aswathappa K, “Organizational Behaviour (Text, Cases and Games)”, Himalaya Publication
8. Drucker, F. Peter, (2007). Management - Tasks, Responsibilities & Practices. 18th Reprint Allied Publishers, New Delhi.
9. Management – by Stephen P. Robbins & Mary Coulter- pearson Indian Education Services pvt .ltd thirteen edition 2017.
10. Bateman Snell, Management: Competing in the new era, McGraw-Hill Irwin, 2002.
11. Chandan J.S., Management Concepts and Strategies, Vikas Publishing House, 2002.
12. Hellriegel, Jackson and Slocum, Management: A Competency-Based Approach, South Western, 9th edition, 2002.
13. Koontz, Essentials of Management, Tata McGraw-Hill, 5th Edition, 2001.
14. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, Third Edition, 2001.
15. Tim Hannagan, Management Concepts and Practices, Macmillan India Ltd., 1997.
16. Organizational Behaviour by Robins
17. Organizational Behaviour by Nelson & Quick
18. Organizational Behaviour by Fred Luthans Organizational Behaviour by Stephen Robbins, Timothy Judge, Neharika Vohra

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Enhance knowledge of various managerial skills, roles, functions and levels.
2	Acquire the required skill to understand the characteristics of perceiver that influence perception
3	Acquire the required skill to apply the various aspects of organisational behaviour.
4	Identify the various motivators through the knowledge of theories of motivation, leadership styles and their suitability to the situation.

M.B.A First Semester

Course: Managerial Economics	Course Code: 21MBA1C2L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 30 Marks	Semester End Examination: 70 Marks

Objective:

- To make the students aware of the various economic concepts and
- To understand the principles of economics
- To equip them with the required tools and techniques for improving their decision-making skills.

Unit 1: (10 Hours)

Introductions of Managerial Economics: Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Important Functions of a Managerial Economics and Business Decision Making.

Unit 2: (12 Hours)

Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Demand Forecasting-Meaning and Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Demand Forecasting for a New Products, Problems on Demand Analysis.

Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

Unit 3: (12 Hours)

Market Structure: Introductions of Perfect and Imperfect Competitions – Monopoly – Monopolistic Competition – Duopoly – Oligopoly – Pricing and output under different Market Structures – Price Discrimination – Degrees of Price Discrimination.

Unit 4: (10 Hours)

Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis- Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

Unit 5: (12 Hours)

Macro-Economic Environment – Economic Transition in India – A quick Review – Liberalization, Privatization and Globalization – Business and Government – Public-Private Participation (PPP) – Industrial Finance – Foreign Direct Investment(FDIs),. Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy. Basics of Environmental Economics

Practical Components

- Case Studies should be dealt from each unit of the syllabus.
- Case Analysis reports, preparing a project proposal for a new business venture, preparing a report on Inflation trend, prepare a report on the trading in Stock markets.
- Report on Current Macro/Micro Economic Indicators – India/Global.

Reference Books

1. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2005 Gupta G.S.,
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer&Harris,

3. Managerial Economics, Cengage Learning, New Delhi, 2005 Geetika, Ghosh & Choudhury,
4. Managerial Economics, Tata Mcgrawhill, Newdelhi, 2011Barla C.S., Managerial Economics, National Publishing House, Raipur, 2000.
5. Craig Petersen H., W. Cris Lewis, Managerial Economics, Prentice-Hall of India, New Delhi,2003.
6. Shyam Lal Charitable Trust, S. Chand and Company Ltd., New Delhi, 2005.
7. Mote V.L., Samuel Paul and G.S. Gupta, Managerial Economics Concepts and Cases, TataMcGraw Hill Publishing Company Ltd., New Delhi, 2001.
8. S.K. Misra and V.K. Puri, Economics of Development and Planning, Himalaya Publishing House, New Delhi, 2002
9. Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
10. Indian Economy by Datt & Sundaram, 61st Edition, S Chand
11. Managerial Economics by D. Salvatore, McGraw Hill, New Delhi.
12. Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi
13. Managerial Economics by G.S. Gupta, T M H, New Delhi.
14. Managerial Economics by Mote, Paul and Gupta, T M H, New Delhi.
15. Managerial Economics and Financial Analysis Raghunatha Reddy et.al. Scitech Publications
16. Managerial Economics Mithani Himalaya Publications
17. Macro Economics - McGuigan/ Moyer/ Harris- CENGAGE Learning
18. Managerial Economics by Homas and Maurice, Tata McGraw Hill, 8th Edition

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Explain the nature of managerial economics and how it would enable a decision maker to take optimal decisions.
2	Enhance knowledge of different demand situations, critical variables, how to estimate the demand and how elasticity of demand can be applied in taking the pricing decisions.
3	Apply different cost concepts in relation to inputs and its implications on costs, and different market structures.
4	Recognise the role of various concepts of macroeconomics in the development of the economy

M.B.A First Semester

Course: Accounting for Managers	Course Code: 21MBA1C3L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 30 Marks	Semester End Examination: 70 Marks

Objective:

- To enable the students gain knowledge about concepts, principles and techniques of accounting
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.

Unit 1: **(10 Hours)**

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.- Problem on Accounting Equation.

Unit 2: **(12 Hours)**

Preparation of Final Accounts -Trading Account – Profit and Loss Account – Balance Sheet- Provisions of Company's Act, 1956 relating Final Accounts of Companies, Depreciation – Causes – Methods of Calculating Depreciation –Straight Line Method, Diminishing Balance Method, and Annuity Method- Illustrative problems

Unit 3: **(12 Hours)**

Financial Statement Analysis- Concept, objectives and types of financial statements. Income statements – Significant of Income statements, Cash Flow Analysis – uses and preparation of cash flow statement. Importance of balance sheet preparations, Ratio analysis- study of liquidity, solvency and profitability ratios - Illustrative problems on Funds flow, Cash flow, Balance sheet.

Unit 4: **(12Hours)**

Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.

Unit 5: **(10 Hours)**

Contemporary issues in accounting--IFRS, Annual reports, Human Resource Accounting, Environmental Reporting, Corporate Social Reporting, Audits and its importance, GRI.

Practical Components

- Case study on financial reporting scandals and Case studies for each unit with analysis.
- Analysis and interpretations of Company annual Accounts, Case Writing, Analysis of Fund flow and Cash Flow statements. Analysis of any two Companies Balance Sheets.
- Annual Reports of any two companies to be discussed.

Reference books:

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010.
2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007.
3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004.
4. Narayanaswamy R, FINANCIAL ACCOUNTING, PHI, Delhi, 2011.
5. Maheswari S.N: Management Accounting, Sultan Chand And Sons.
6. P.Das Gupta: Studies In Cost Accounting, Sultan Chand & Sons, New Delhi.
7. S.N.Maheswari: Management Accounting, Sultan Chand & Sons, New Delhi.
8. N.P.Srinivasan & M.Sakthivel Murugan: Accounting For Management, S.Chand & Co., New Delhi.
9. Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”;Pearson Publications
10. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
11. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
12. Vijaykumar M P., “First Lessons in Financial Reporting”, Snow White Publications

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Develop an awareness and evaluate the accounting process and fundamental accounting principles that emphasize the development of financial statements like accrual accounting vs. cash accounting, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles.
2	Read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company
3	Critically evaluate the extent to which accounting information can support resource allocation and performance appraisal
4	Apply standard accounting techniques to assess and evaluate different outcomes.

M.B.A First Semester

Course: Marketing Management	Course Code: 21MBA1C4L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 30 Marks	Semester End Examination: 70 Marks

Objective:

- To provide students an insight to basic concepts of marketing management.
- To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
- To understand fundamental premise underlying market driven strategies.

Unit 1:

(12 Hours)

Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Marketing Mix, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model, Impact of Globalization, Technology and Social Responsibility on Marketing, New Consumer Capabilities, New Company Capabilities, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing, Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value

Unit 2:

(12 Hours)

Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.

Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.

Unit 3:

(12 Hours)

Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Product Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing,

Unit 4:

(10 Hours)

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining

advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Unit 5: (10 Hours)

Basic concepts of e-commerce, e marketing, m-Commerce, m-marketing, e-networking, CRM, MKIS. Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Marketing Strategic Planning Process, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising.

Practical Components

- Analyze marketing Strategies; prepare a report on Brand awareness, prepare a marketing plan, convincing skills, case studies and presentations.
- Case Studies should be dealt from each unit of the syllabus, Case writing Exercise.
- Situational Analysis of any two companies.

Reference Books:

1. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
2. Marketing Management, Ramaswamy & Namakumari, Macmillan.
3. Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2010.
5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas, 2011.
6. Marketing Management – K Karunakaran, 3/e, 2012, Himalaya Publishing House
7. S.A.Chunawalla - Foundation of Advertising - Theory and Practice – HPH

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Recognise the impact of changing global, Political, Economic, Competitive, Environmental, Cultural and Social Systems on marketing strategy development.
2	Examine the role of consumers as purchasers and users of goods and services using various theories and models of consumer behaviour.
3	Develop comprehensive strategic and tactical plans in the marketing mix.
4	Apply creative, critical and reflective thinking to address marketing opportunities and challenge.

M.B.A First Semester

Course: Quantitative Techniques for Managers	Course Code: 21MBA1C5L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 30 Marks	Semester End Examination: 70 Marks

Objective:

- To emphasize the need for statistics and decision models in solving business problems.
- To enhance the knowledge on descriptive and inferential statistics.
- To introduce analytics as a tool for business decision making
- To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Unit 1: Descriptive Statistics (12 Hours)

Role of statistics: Implications of statistics in managerial decision-making; Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution.

Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

Unit 2: Correlation and Regression (10 Hours)

Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation(one way table only), simple and multiple regression.

Unit 3: Time Series Analysis (12 hours)

Introduction - Objectives of Studying Time Series Analysis - Variations in Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.

Unit 4: Concept of Probability (12 Hours)

Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential –Bayes' theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

Unit 5: Foundations of Analytics: (10 Hours)

Introduction – Evolution – Scope – Data for Analytics Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management(only theory)

Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40

Practical Components

- Analysis using one statistical Software (SPSS/R/Eviews/Statcraft)
- Use of Excel for Statistical Analysis.

Reference Books:

1. Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X.
2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8.
3. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi 9. Mathematics and Statistics – Raghavachari
4. Complete Business Statistics - Aczel & Sounderpandian, 7/e, Tata- McGraw Hill, 2006.
5. James R. Evans, Business Analytics – Methods, Models and Decisions, Prentice Hall, 1st
6. edition, 2013, ISBN – 978-0-13-295061-9
7. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981-240-641-7

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Apply statistics and decision models in solving business problems.
2	Compute basic descriptive and inferential statistics.
3	Analyze basic descriptive and inferential statistics computations.
4	Interpret basic descriptive and inferential statistics analyses.
5	Explain analytics as a tool for business decision making.
6	Apply analytical skills for data analysis at different levels.

M.B.A First Semester

Course: Communication Skills for Managers	Course Code: 21MBA1S1L/T
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

COURSE OBJECTIVES

- Understand business communication concepts that serve as a basis for effective spoken and written communication in a business setting.
- Understand how to approach internal and external interactions strategically and how to plan for these meetings and events.
- Develop an understanding of the need to specialize communication approaches to the specific needs of the situation and the participants.
- Learn how to ask good questions and provide meaningful answers to questions in a business setting.
- Develop the fundamental skills of business communication techniques and the ability to be effective in writing business documents
- Learn to use standard formats, techniques, and documents to gain credibility in business settings

Unit 1: **(6 Hours)**

Business Communication- Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication.

Unit 2: **(8 Hours)**

Oral communication skills-Fundamentals, Barriers and Gateways, Public Speaking, Effective of presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence, creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.

Unit 3: **(8 Hours)**

Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, telex managers, facsimiles, electronic mail, resume writing.

Unit 4: **(8 Hours)**

Listening Skills-Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good Listener. Interpersonal Communications- Advantages and disadvantages of utilizing the team work; characteristic features of successful teams - Case studies and relevant activities.

Reference Books:

1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Murphy, Effective Business Communication, McGraw-hill

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Apply Ettiquette in Business Communication
2	Write Formal letters effectively
3	Use technology for effective implementation of communication process

M.B.A First Semester

Course: Quantitative Techniques for Managers Lab	Course Code: 21MBA1C1P
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

Objectives:

- To understand the basic usage of Excel
- To understand and use Excel for the purpose of Data Analysis
- To come up with decision making.

Unit 1: (5 Hours)

Introduction, A description of the purpose and application of Excel – what it can do, why it's useful, Excel basics: Editing Copying, pasting, inserting and deleting cells, ranges of cells, rows, columns and Worksheets. 'Special' pasting – for example to copy just formulas, or just values. Common problems with pasting. The differences between copying and 'cutting'. Excel aids to copying – Fill Handle and Flash Fill.

Viewing: The various 'Views' or modes of spreadsheet display available in Excel, and how to choose the right View for the task in hand. Techniques for making working with a spreadsheet easier – Freezing Panes, splitting windows, and using multiple windows.

Spreadsheet structure: Changing the structure of your spreadsheet to make it clearer. Grouping rows and columns; changing cells size and shape.

Unit 2: (5 Hours)

Referencing, functions and formulas, Text functions, date and time inclusion, math functions, financial functions Charts, Dynamic named ranges, dynamic charting, Excel Add-Ins – Solver, Analysis Tool Pack, Different types of Graphs formulation.

Unit 3: (10 Hours)

Pivot table and pivot chart, Visual display of quantitative information – best practice guidelines Statistical functions, descriptive statistics, Basic graph formatting, FREQUENCY function, histograms, trend curves, regression analysis, distributions

Lookup & Reference

Looking up information in a basic table, and more flexibly. VLOOKUP () and the more flexible INDEX ()/MATCH () combination. Advanced lookups.

Unit 4: (10 Hours)

Methods of Regression (scatter plot, excel functions, data analysis tool), Data tables, scenario manager, generating random numbers

Hypothesis formulation, Solving Z test, F Test, T test and ANOVA using Data Analysis Tool Pack.

Reference Book:

1. Research Methodology by CR Kothari, Viswa prakasam publications
2. Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X.
3. Excel dummies by Harvey .G, John Wiley & sons publications, 2016
4. Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource, 1st ed by John Walkenbach ISBN-13: 978-1119067511, ISBN-10: 1119067510, Wiley Publications.
5. Advance Excel 2016 In Depth (English, Paperback, Jelen Bill),BPB publications

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Perform descriptive analyses with Excel.
2	Perform common parametric and non-parametric tests with Excel.
3	Perform simple regressions and multivariate analyses with Excel

M.B.A First Semester

Course: Accounting for Managers	Course Code: 21MBA1C2T
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

Objective:

- To enable the students gain knowledge about concepts, principles and techniques of accounting
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.

Unit 1: (07 Hours)

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.- Problem on Accounting Equation.

Unit 2: (08 Hours)

Preparation of Final Accounts -Trading Account – Profit and Loss Account – Balance Sheet- Provisions of Company's Act, 1956 relating Final Accounts of Companies, Depreciation – Causes – Methods of Calculating Depreciation –Straight Line Method, Diminishing Balance Method, and Annuity Method- Illustrative problems

Unit 3: (07 Hours)

Financial Statement Analysis- Concept, objectives and types of financial statements. Income statements – Significant of Income statements, Cash Flow Analysis – uses and preparation of cash flow statement. Importance of balance sheet preparations, Ratio analysis- study of liquidity, solvency and profitability ratios - Illustrative problems on Funds flow, Cash flow, Balance sheet.

Unit 4: (08 Hours)

Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.

Practical Components

- Case study on financial reporting scandals and Case studies for each unit with analysis.
- Analysis and interpretations of Company annual Accounts, Case Writing, Analysis of Fund flow and Cash Flow statements. Analysis of any two Companies Balance Sheets.
- Annual Reports of any two companies to be discussed.

Reference books:

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010.
2. Paresh Shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007.
3. Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004.

4. Narayanaswamy R, FINANCIAL ACCOUNTING, PHI, Delhi, 2011.
5. Maheswari S.N: Management Accounting, Sultan Chand And Sons.
6. P.Das Gupta: Studies In Cost Accounting, Sultan Chand & Sons, New Delhi.
7. S.N.Maheswari: Management Accounting, Sultan Chand & Sons, New Delhi.
8. N.P.Srinivasan & M.Sakthivel Murugan: Accounting For Management, S.Chand & Co., New Delhi.
9. Gupta, Ambrish, “Financial Accounting for Management – An Analytical Perspective”;Pearson Publications
10. Tulsian and Tulsian, “ Financial Reporting”, S.Chand
11. Palat, Raghu, “How to Read Annual Reports and Balance Sheets”, JAICO Publishing House
12. Vijaykumar M P., “First Lessons in Financial Reporting”, Snow White Publications

M.B.A Second Semester

Course: Financial Management	Course Code: 21MBA2C6L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 20 Marks	Semester End Examination: 80 Marks

COURSE OBJECTIVES:

- To familiarize the students with the financial environment of business, especially the financial markets.
- To develop skills for interpretation of business information and application of financial theory in financing related decisions.
- To familiarize the students with valuation of the firm.
- To develop skills for interpretation of business information and application of financial theory in corporate investment decisions.

PEDAGOGY:

Lectures, Presentations, Case analysis and Solving numerical

Module 1: Introduction

Meaning, objectives and scope, role of financial manager, finance functions, financing, investment and dividend decisions, objectives of financial management-Profit maximizations Vs. wealth maximization. Introduction to Indian financial system. financial markets, financial instruments, financial institutions and financial services.

Module 2: Time Value of Money

Theory and problems on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Theory and problems on Simple interest & Compound interest including Loan amortization.

Module 3: Financing Decisions

Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision- NI, NOI, traditional, Modigliani & Miller approach; Capital structure practices in leading Indian companies. Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).

Module 4: Investment Decisions

Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Leverage Analysis-Financial, Operating and combined leverage. EBIT-EPS analysis. Capital budgeting practices in leading Indian companies. Factors influencing working capital requirements, determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.

Module 5: Dividend Decisions

Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.

PRACTICAL COMPONENTS:

- Students have to select a micro small or a medium sized enterprise and identify the finance function of the organization and know the sources of financing, techniques used for investment decision. And critically evaluate the process of financing and investment decisions taken by them.
- Each student has to select a company of his/her choice and use the annual report to study the working capital management employed by them and work out liquidity ratios.
- Students must also compare the working capital management of companies in the same sector.
- Students should choose the factors for determining the cost of capital of a company chosen by them and compute cost of capital for that organization.
- Students have to identify the capital structure theory used by the organization chosen by them.

RECOMMENDED BOOKS:

1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011
4. Financial Management, Rustagi, Taxman Publications.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Fundamentals of Financial Management – Vanhorne & Bhandari, Pearson Education.
3. Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition).

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Identify investment decisions, financing decisions and dividend decisions
2	Evaluate various investment decisions
3	Estimate working capital requirements of firm
4	Apply time value of money

M.B.A Second Semester

Course: Business Research Methods	Course Code: 21MBA2C7L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 20 Marks	Semester End Examination: 80 Marks

Course Objectives –

- Describe and examine the various kinds of research, research process and research design
- Articulate the qualitative and quantitative research methods, as well as explain the relevant ethical and philosophical consideration
- Explain the various types of quantitative sampling techniques and conditions to use.
- Apply the various statistical tools to test the hypothesis and drawing inferences
- Develop skill to critically analyzing and write research.

Unit:1

(10 Hours)

Introduction to Business Research

Meaning, types, process of research- Why Study Business Research? Defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study

Unit:2

(12 Hours)

Business Research Design

Introduction and significance of research design- Types: Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design

Unit:3

(12 Hours)

Sampling

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit:4

(12 Hours)

Data Collection

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling.

Unit:5**(10 Hours)****Data Analysis and Report Writing**

Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference Materials

- Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
- Ranjit Kumar Research Methodology Sage Publications
- Pannerselvam, R., Research Methodology, Prentice Hall of India, New Delhi.

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Conduct business research
2	Collect and analyse data using quantitative and qualitative techniques
3	Examine potential investment decisions
4	Apply critical thinking skills in order to evaluate different research approaches in Business

M.B.A Second Semester

Course: Operations Management and Supply Change Management	Course Code: 21MBA2C8L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 20 Marks	Semester End Examination: 80 Marks

Unit: 1 **(10 Hours)**

Introduction to operations management

Introduction to Operations Management, Trends of manufacturing and service sector in India, Services as a part of operations management, operations management key functional areas, challenges in operations management, current priorities in operations management, Operations strategy , relevance of operations strategy, strategy formulation process, options for strategic decisions in operations , trade off in operations strategy, world class manufacturing practices, Emerging context for operations strategy, sustainability in operations, reverse logistics, SDGs, Design for sustainability

Unit: 2 **(10 Hours)**

Forecasting, product design and location decisions

Forecasting-Forecasting process-approaches to forecasting-accuracy & control forecasting techniques- Using Forecast information-Product& Service Design- Value Analysis- Issues in Product & Service design- Global Product Design- Phases in Product Design & Development-Capacity Planning- Determinants of effective capacity – Developing capacity alternatives-Evaluating alternatives – Process selection – Facilities layout – Job Design – Work measurement- Globalisation in operations- Factors affective location decision, location planning methods, key issues in location planning.

Unit: 3 **(12 Hours)**

TQM and TPM

Total quality management- Management gurus- Quality awards- Total Quality Management-Process Improvement – Quality Control-Statistical Process control –Process Capability-Acceptance Sampling- TPM, Six sigma quality control,

Unit: 4 **(12 Hours)**

Supply Chain Management and capacity analysis

Fundamental concepts in Supply Chain Management, SCM components, SCM Process orientation , Bullwhip effect, Design of Supply Chains, Importance and sourcing of supply chain, strategic sourcing, procurement process, Measures for sourcing and SCM, Make or Buy decisions, e-Procurement, process and capacity analysis, process flow charting, BPR, Measures of capacity, Capacity planning framework, decision tree for capacity planning

Unit: 5 **(12 Hours)**

Inventory management and scheduling

Master scheduling process-Overview of MRP- MRP inputs, processing and outputs- MRP in services- ERP- Overview of JIT- Building blocks of JIT- Transitioning to a JIT System- JIT in services, Need for scheduling- Scheduling alternatives- Loading of machines, Scheduling of flow shops, scheduling of job shops, mass production systems , theory of constraints

Reference Materials

- Mahadevan B., Operations Management , Pearson
- Steveneson Operations Management, McGraw Hill
- Saxena, Production and Operations Management TMH

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Understand and apply operations management and SCM concepts to solve real time problems
2	Effectively management of production operation in the organization
3	Design operations management policies
4	Manage SCM with efficiency and effectiveness

M.B.A Second Semester

Course: Human Resource Management	Course Code: 21MBA2C9L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 20 Marks	Semester End Examination: 80 Marks

Objective:

- To understand the HRM concepts and theory.
- To obtain an overview of various HRM functions and practices.
- To gain an insight into the various statutory provisions.

Unit 1: (10 Hours)

Overview of HRM-Meaning, Scope, Importance and functions of human resource of Management, human resource department structure and human capital, Role of HR Managers in the organization.

Unit 2: (12 Hours)

Staffing in Organizations- Job Analysis and Design-Job enrichment and enlargement, job rotation, job specifications and descriptions, job evaluation methods. The hiring process, staff selection methods, employee turnover and absenteeism, employee termination.

Unit 3 (10 Hours)

Training and Development in Organizations-Employee training programs, new hire orientation, employee discipline methods, Carriers planning, Succession planning, Employee engagements and Talent management.

Unit 4: (12 Hours)

Performance Appraisals-Administrative and developmental uses of performance appraisals, common appraisal methods, management by objective. Employee Compensation Issues-Types of compensation systems, compensation equity, mandatory and voluntary benefits, incentives.

Unit 5: (12 Hours)

Current Issues and Trends in HRM- Approaches to global staffing, cultural, age diversity, gender diversity, workplace violence, alternative work arrangements.

Case studies should be dealt from each chapter

Practical Components

- Case Analysis, Mini Project on HRM practices in organization, Role playing and Group Discussion
- Case Writing Exercise.
- Report on Global HR trends.

Reference Books:

1. Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
3. Michael Armstrong: Handbook of Human Resource Management, Kogan Page
4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. AK. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi
6. T. V. Rao & D. F. Pereira, Recent Experiences in HRD ,Oxford & IBH, New Delhi.
7. Gary Dessler and BijuVarkkey (2013), Human Resource Management, Person Publication, 12th Edition.
8. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition
9. BiswajeetPattanayak (2014),”Human Resource Management”, PHI Publications, 4th Edition.
10. V.S.P.Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.
11. 1. A.M Sheikh, Human Resource development and Management, 3rd Revised edition, S Chand publication
12. 2. Snell and Bohlander, Human Resource Management, South-Western Cengeage Learning. Indian Edition.
13. 3. Uday Kumar Haldar and JuthikaSankar, Human Resource Management. Oxford Higher Education, 2012
14. SeemaSanghi, Human Resource Management, VikasPubllications, 2014
15. . SharouPande and SwapnalekaBasak, Human Resource Management, Pearson Education,

M.B.A Second Semester

Course: Strategic Management	Course Code: 21MBA2C10L
Teaching Hours/Week (L-T-P): 56 Hours	No. of Credits: 04
Internal Assessment: 20 Marks	Semester End Examination: 80 Marks

Course Objective:

To enable the students to develop a holistic perspective of enterprise critical from the point of the view of the top executives

Pedagogy

Lectures, Case discussions, Presentations

Contents

Unit: 1 **(12 Hours)**

Introduction to strategic management and Business Policy: (A) Evolution genesis, historical perspective of evolution, evolution based managerial practices. The concept of strategy, schools of thought on strategic formation, levels at which strategy operates, strategic decision making and issues associated with it. Elements and strategic management process and models of strategic management process. (B) Hierarchy of strategic intent – understanding strategic intent, concepts of stretch, leverage and fit, Vision – Nature, definition, benefits and process. Mission – Meaning and Definition, Formulation, communication and characteristics. Business Definition, Dimensions of business definitions, levels at which business school defines the product/service concept, business model. Goals and objectives – Meaning, role, characteristics, issues, formulation, balance score card approach to objective setting, critical success factors and key performance indicators.

Unit:2 **(12 Hours)**

Environment – (A) External Environment - Concept, characteristics, Environmental taxonomy, Environment scanning – factors, approaches, sources, methods and techniques used, pitfalls. Appraising – factors affecting environmental appraisal, identifying environmental factors, structuring environmental appraisal. (B) Internal environment – Concept, Sources, behavior, strengths and weaknesses, synergistic effects, capabilities (Financial, Marketing, Operations, Personnel, Information Management, General Management), competencies and competitive advantage. (C) Organizational appraisal - Factors affecting, approaches, sources of information, methods and techniques used (for Internal analysis, Comparative analysis, comprehensive analysis) (D) Structuring organizational appraisal – preparing organizational capability profile , preparing strategic advantages profile.

Unit: 3 **(12 Hours)**

Types of Strategies: Functional strategies, Business strategies and corporate strategies. (A) Functional strategies – Vertical fit, horizontal fit, Functional Plans and policies (functional, financial, marketing, operational, personnel, information management, integration of all these plans). (B) Business strategies – Foundations, industry structure, positioning of the firm in an industry. Generic business strategies – Cost leadership, differentiation, focus. Tactics (for business strategies) – timing tactics, market location tactics. Business conditions for different industry conditions (Embryonic stage, growth stage, strategies (Expansion strategies stability strategies, retrenchment strategies, combination strategies, concentration strategies). Integration strategies (horizontal and vertical), diversification strategies (relevance, risk, concentric/related, conglomerate/unrelated, risks associated with it).

Unit: 4**10 Hrs**

Strategic Analysis and choice: (A) Process of strategic choice (focusing, analyzing and evaluating strategic alternatives, choosing among strategic alternatives). (B) Tools and techniques for strategic analysis (corporate portfolio analysis, SWOT analysis, experience curve analysis, life cycle analysis, industry analysis, strategic group analysis, competitive analysis). (C) Subjective factors and strategic choice (consideration for government policies, perceptions of CFS and distinctive competencies, commitment to past strategic actions, strategic decisions time and attitude to risk, internal political considerations, timing and competitive considerations). Contingency strategies and strategy plan.

Unit: 5**10 Hrs**

Strategy implementation, Evaluation and control: (A) Activating strategies – nature and barriers to implementation, interrelationship of formulation and implementation, models of strategy implementation. (B) Implementation – project implementation, procedural implementation, resource allocation, structural implementation, behavioral implementation, operational implementation. (C) Strategic evaluation– Nature and importance of evaluation and control, participants, barriers and requirements of strategic evaluations. (D) Control – (a) Strategic control, Nature and importance, premise control, implementation control, strategic surveillance, special alert control. (b) Operational control, process evaluation, setting standards, measurement of performance, analyzing variances, taking corrective actions, techniques of strategic control (evaluation techniques for strategic control, evaluation techniques for operational control).

Text Books:

- * Strategic Management and business policy – Azhar Kazmi, TataMcGraw-Hill
- companies.
- * Strategy and Structure – AlfredC.Chandler
- * Strategic Management – Alex Miller andIrwin
- * Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E.Porter
- * Competing for the future – Prahlad andHammel
- * The Future of Competition – Prahlad andVenkataraman
- * Crafting and executing Strategy – Aauthor A. Thompson andothers

M.B.A Second Semester

Course: Personality Development	Course Code: 21MBA2S2L/T
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

Objectives:

1. To understand the different concepts of personality
2. To improve personality of students and make employable.
3. To develop resume building and make student develop attitude required for corporate culture.

Unit1: (5 Hours)

Introduction to Personality Development: The concept personality- Dimensions of theories of Freud & Erickson- personality – significant of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analyses, Johari – Window

Unit2: (8 Hours)

Attitude & Motivation: Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages –Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation- Factors leading to de-motivation

Unit3: (7 Hours)

Self-Esteem: Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviors - Lateral thinking.

Unit 4: (10 Hours)

Other Aspects Of Personality Development: Body language - Problem-solving - Conflict and Stress Management - Decision-making skills -Leadership and qualities of a successful leader - Character-building -Team-work - Time management -Work ethics – Good manners and etiquette.

Employability Quotient: Resume building- The art of participating in Group Discussion – Acing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

Reference Books:

1. Robbins, Stephen P., and Timothy A., Judge, "Essentials of organizational behavior", Latest Edition
2. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
3. Business Communication by P D Chaturvedi & Mukesh Chaturvedi, 3rd Edition, Pearson Publication, 2013

M.B.A Second Semester

Course: Operations Management & SCM Lab	Course Code: 21MBA2C3P
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

Unit:1

Introduction

Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management.

Unit:2

Data Management

Input and data cleaning - Defining variables - Manual input of data - Automated input of data and file import -Data manipulation - Data Transformation - Syntax files and scripts - Output management

Unit:3

Descriptive Analysis

Frequencies - Descriptive - Explore - Crosstabs - Charts

Unit:4

Statistical Tests

Means - T-test - One-way ANOVA - Non parametric tests - Normality tests-Correlation and regression - Linear correlation and regression - Multiple regression (linear)

Unit:5

Multivariate Analysis

Factor analysis - Cluster analysis

Reference Materials

- Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE.
- Sabine Landau and Brian S. Everitt, A Handbook of Statistical Analyses using SPSS Chapman & Hall/CRC.

Practical Component

- Business Plan: Students should choose an organization of their own choice and asked to prepare a Business Plan (after identifying the characteristics of Vision, components of Mission, objectives of the business and after making industry analysis using Michael E Porter's five force model and internal analysis using Viro model) and the same has to be presented in the class and the report of it to be submitted.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Understand the main functions of SPSS
2	Perform descriptive analyses with SPSS
3	Perform common parametric and non-parametric tests
4	Perform simple regressions and multivariate analyses

M.B.A Second Semester

Course: Financial Management	Course Code: 21MBA2C4T
Teaching Hours/Week (L-T-P): 30 Hours	No. of Credits: 02
Internal Assessment: 20 Marks	Semester End Examination: 30 Marks

COURSE OBJECTIVES:

- To familiarize the students with the financial environment of business, especially the financial markets.
- To develop skills for interpretation of business information and application of financial theory in financing related decisions.
- To familiarize the students with valuation of the firm.
- To develop skills for interpretation of business information and application of financial theory in corporate investment decisions.

PEDAGOGY:

Lectures, Presentations, Case analysis and Solving numerical

Module 1: Introduction

Meaning, objectives and scope, role of financial manager, finance functions, financing, investment and dividend decisions, objectives of financial management-Profit maximizations Vs. wealth maximization. Introduction to Indian financial system. financial markets, financial instruments, financial institutions and financial services.

Module 2: Time Value of Money

Theory and problems on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Theory and problems on Simple interest & Compound interest including Loan amortization.

Module 3: Financing Decisions

Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision- NI, NOI, traditional, Modigliani & Miller approach; Capital structure practices in leading Indian companies. Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).

Module 4: Investment Decisions

Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Leverage Analysis-Financial, Operating and combined leverage. EBIT-EPS analysis. Capital budgeting practices in leading Indian companies. Factors influencing working capital requirements, determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.

Module 5: Dividend Decisions

Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.

PRACTICAL COMPONENTS:

- Students have to select a micro small or a medium sized enterprise and identify the finance function of the organization and know the sources of financing, techniques used for investment decision. And critically evaluate the process of financing and investment decisions taken by them.
- Each student has to select a company of his/her choice and use the annual report to study the working capital management employed by them and work out liquidity ratios.
- Students must also compare the working capital management of companies in the same sector.
- Students should choose the factors for determining the cost of capital of a company chosen by them and compute cost of capital for that organization.
- Students have to identify the capital structure theory used by the organization chosen by them.

RECOMMENDED BOOKS:

1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011
4. Financial Management, Rustagi, Taxman Publications.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Fundamentals of Financial Management – Vanhorne & Bhandari, Pearson Education.
4. Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition).

Course Outcomes (CO): After completion of this course student should able to

CO	Statement
1	Identify investment decisions, financing decisions and dividend decisions
2	Evaluate various investment decisions
3	Estimate working capital requirements of firm
4	Apply time value of money
