



**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  
2024-25**



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	24MBA1C1L	Principles and Practices of Management	30	70	100	4	-	-	4	3
	DSC2	24MBA1C2L	Managerial Economics	30	70	100	4	-	-	4	3
	DSC3	24MBA1C3L	Accounting for Managers	30	70	100	4	-	-	4	3
	DSC4	24MBA1C4L	Marketing Management	30	70	100	4	-	-	4	3
	DSC5	24MBA1C5L	Quantitative Techniques for Managers	30	70	100	4	-	-	4	3
	SEC1	24MBA1S1L/T	Managerial Communication	20	30	50	1	1	-	2	1
	DSC5P1	24MBA1C1P	Business Analytics (Lab)	20	30	50	-	-	4	2	2
	DSC3T1	24MBA1C2T	Accounting for Managers	20	30	50	-	2	-	2	-
<b>Total Marks for I Semester</b>						<b>650</b>	21	3	4	<b>26</b>	

**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	24MBA2C6L	Financial Management	30	70	100	4	-	-	4	3
	DSC7	24MBA2C7L	Business Research Methods	30	70	100	4	-	-	4	3
	DSC8	24MBA2C8L	Operations Management and Supply Change Management	30	70	100	4	-	-	4	3
	DSC9	24MBA2C9L	Human Capital Management	30	70	100	4	-	-	4	3
	DSC10	24MBA2C10L	Strategic Management	30	70	100	4	-	-	4	3
	SEC2	24MBA2S2L/T	Organisation Behaviour	20	30	50	1	1	-	2	1
	DSC7P2	24MBA2C3P	Business Research Methods(Lab)	20	30	50	-	-	4	2	2
	DSC6T2	24MBA2C4T	Financial Management	20	30	50	-	2	-	2	-
<b>Total Marks for II Semester</b>						<b>650</b>	<b>21</b>	<b>3</b>	<b>4</b>	<b>26</b>	

**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	24MBA3E1AL	A. Luxury and Fashion Marketing	30	70	100	4	-	-	4	3
		24MBA3E1BL	B. Manpower Planning, recruitment and Selection								
		24MBA3E1CL	C. Security Analysis and Applied Value Investing								
		24MBA3E1DL	D. Risk Management and Insurance								
		24MBA3E1EL	E. Essentials of Supply Chain Management								
		24MBA3E1FL	F. Introduction to Analytics								
		24MBA3E1GL	G. Digital Marketing World								
	DSE2	24MBA3E2AL	A. Lifestyle Marketing	30	70	100	4	-	-	4	3
		24MBA3E2BL	B. Employee Relations and Engagement								
		24MBA3E2CL	C. Financial Technology (FinTech) Services & Management								
		24MBA3E2DL	D. Merchant Banking and Financial Services								
		24MBA3E2EL	E. Materials and Store Management								
		24MBA3E2FL	F. Data Visualisation								
		24MBA3E2GL	G. Mobile Marketing								
	DSE3	24MBA3E3AL	A. Sports and Entertainment Marketing	30	70	100	4	-	-	4	3
		24MBA3E3BL	B. HR Metrics and Analytics								
		24MBA3E3CL	C. Advanced Capital Structure Decisions								
		24MBA3E3DL	D. Mutual Fund Management and Services								
		24MBA3E3EL	E. Retail Supply Chain Management								
		24MBA3E3FL	F. Using R for Analytics								
		24MBA3E3GL	G. Marketing Strategy, Branding and Online Consumer Behaviour								
	DSE4	24MBA3E4AL	A. Strategic Marketing	30	70	100	4	-	-	4	3
		24MBA3E4BL	B. Performance and Benefits Management								
		24MBA3E4CL	C. Mergers, Acquisitions and Corporate Restructuring								
		24MBA3E4DL	D. Corporate Insurance Management								
		24MBA3E4EL	E. Strategic Logistics Management								
		24MBA3E4FL	F. Using Python for Analytics								
		24MBA3E4GL	G. Email and Content Marketing								
DSE5	24MBA3E5AL	A. Strategic Brand Management	30	70	100	4	-	-	4	3	
	24MBA3E5BL	B. Team Dynamics at Work									
	24MBA3E5CL	C. Financial Markets and Institutions									

	24MBA3E5DL	D. Principles and Practices of Banking								
	24MBA3E5EL	E. International Logistics Management								
	24MBA3E5FL	F. Big Data and Cloud Computing								
	24MBA3E5GL	G. Web Analytics and Metrics								
GEC1	24MBA3G1AL	A. Start-up and Entrepreneurship	20	30	50	2	-	-	2	2
	24MBA3G1BL	B. Time Management								
Internship	24MBA3C1I	Internship	30	70	100	-	-	8	4	-
<b>Total Marks for III Semester</b>					<b>650</b>	<b>22</b>		8	<b>26</b>	

**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	24MBA4E6AL	A. Services Marketing and CRM	30	70	100	4	-	-	4	3	
		24MBA4E6BL	B Strategic HRM									
		24MBA4E6CL	C. Advanced Capital Budgeting									
		24MBA4E6DL	D. Actuarial Practices and Practices									
		24MBA4E6EL	E. Distribution Management for Global Supply Chain									
		24MBA4E6FL	F. Marketing Analytics									
		24MBA4E6GL	G. Social Media Marketing									
	DSE7	24MBA4E7AL	A. Pharma Marketing/Management	30	70	100	4	-		-	4	3
		24MBA4E7BL	B. Cross Cultural Management									
		24MBA4E7CL	C. Risk Management and Financial Derivatives									
		24MBA4E7DL	D. Retail Banking, Rural Banking and Micro Finance									
		24MBA4E7EL	E. Green Supply Chain Management									
		24MBA4E7FL	F. H R Analytics									
		24MBA4E7GL	G. Digital Media Planning and Execution Strategy									
	DSE8	24MBA4E8AL	A. Healthcare and Hospital Management	30	70	100	4	-		-	4	3
		24MBA4E8BL	B. Work life Balance and Well-being									
		24MBA4E8CL	C. International Financial Management									
		24MBA4E8DL	D. Life, Health and General Insurance									
		24MBA4E8EL	E. Supply Chain Information System									
		24MBA4E8FL	F. Financial Analytics									
		24MBA4E8GL	G. E - Commerce Marketing									
	DSE9	24MBA4E9AL	A. Food and Beverage Management	30	70	100	4	-		-	4	3
		24MBA4E9BL	B. Personal Growth and Interpersonal Effectiveness									
		24MBA4E9CL	C. Modern Portfolio Management									
		24MBA4E9DL	D. International Banking and Islamic Banking									
		24MBA4E9EL	E. Retail Logistics Management									
		24MBA4E9FL	F. Time Series Analytics									
		24MBA4E9GL	G. Search Engine Marketing									
DSE10	24MBA4E10AL	A. Hospitality and Tourism Management	30	70	100	4	-		-	4	3	
	24MBA4E10BL	B. Leadership										
	24MBA4E10CL	C. Behavioural Finance										

	24MBA4E10DL	D. Treasury and Forex Management								
	24MBA4E10EL	E. International Trade Documentation Procedure								
	24MBA4E10FL	F. Predictive Analytics								
	24MBA4E10GL	G. Search Engine Optimisation								
GEC2	24MBA4G2AL	A. Team Building and Problem Solving	20	30	50	2	-		2	2
	24MBA4G2BL	B. Stress Management						-		
Project	24MBA4C1R	Research Project	30	70	100	-	-	8	4	-
<b>Total Marks for IV Semester</b>					<b>650</b>	<b>22</b>		<b>8</b>	<b>26</b>	
<b>Grand Total Marks</b>					<b>2600</b>					

### Electives Offered

A-Marketing Management

B- Human Resource Management

C- Financial Management

D- Banking & Insurance

E- Supply Chain Management

F- Data Analytics

G- Digital Marketing



# **VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY**

**JNANASAGARA CAMPUS, BALLARI – 583 105**

## **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
<b>A</b>	X	X	X		X
<b>B</b>	X	X	X		X
<b>C</b>	X	X	X	X	
<b>D</b>	X	X	X	X	X
<b>E</b>					X
<b>F</b>		X			
<b>G</b>					X

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC1: Principles and Practices of Management**

Course Title: Principles and Practices of Management	Course code: 24MBA1C1L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Understand different management approaches
2. Demonstrate planning techniques.
3. Able to work in dynamic teams within organizations.
4. Analyze different processes in staffing and controlling.

Unit	Description	Hours
1	Nature, Purpose and Evolution of Management Thought. Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management. Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers, Indian Management Gurus & their contribution. Ancient Indian Management systems & practices.	12
2	Planning: Types of Plans; Steps in Planning Process; Strategies, level of Strategies, Policies and Planning; Decision making, Process of Decision Making, Techniques in Decision Making, Forecasting & Management by Objectives (MBO).	10
3	Nature and purpose of organizing; formal and informal organizations; levels and span of management; Departmentation – line and staff relations; centralization and decentralization; Delegation of authority; Types of emerging organization structures, organization design & contingency factors.	10

4	Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change, compensation and employee welfare. Motivation: Concept, Forms of employee motivation, Need for motivation, Theories of motivation, Stress Management	12
5	Leadership concept, leadership Styles, leadership theories, leadership communication. Nature of organizational control; control process; Methods and techniques of control; Designing control systems, Quality Management	12

**References:**

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. Robins & 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 Robins, Timothy Judge, Neharika Vohra

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC2: Managerial Economics**

Course Title: Managerial Economics	Course code: 24MBA1C2L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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. Recognize the role of various concepts of macroeconomics in the development of the economy.

Unit	Description	Hours
1	Introductions of Managerial Economics: Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Economic Principles relevant to managerial decision, managerial economics in relation with other disciplines, role and responsibilities of managerial economist.	10
2	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, 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	12
3	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.	12

4	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.	10
5	Macro-Economic Environment – Economic Transition in India – Liberalization, Privatization and Globalization – Public-Private Participation (PPP) – Industrial Finance – Foreign Direct Investment (FDIs). Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy.	12

**References:**

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, 2011 Barla 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

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC3: Accounting for Managers**

Course Title: Accounting for Managers	Course code: 24MBA1C3L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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.

Unit	Description	Hours
1	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.	10
2	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	12
3	Financial Statement Analysis- Concept, objectives and types of financial statements. Income statements – Significant of Income	12

	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.	
4	Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.	12
5	Contemporary issues in accounting--IFRS, Annual reports, Human Resource Accounting, Environmental Reporting, Corporate Social Reporting, Audits and its importance, GRI.	10

**References:**

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

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC4: Marketing Management**

Course Title: Marketing Management	Course code: 24MBA1C4L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Recognize 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.

Unit	Description	Hours
1	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	12
2	Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 24st century customer.	12



	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	
3	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,	10
4	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.	10
5	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.	10

**References:**

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

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC5: Quantitative Techniques for Managers**

Course Title: Quantitative Techniques for Managers	Course code: 24MBA1C5L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3 Hours
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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.

Unit	Description	Hours
1	Descriptive Statistics: 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	12
2	Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression	10
3	Time Series Analysis: 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.	12

4	<p>Concept of Probability: 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).</p>	12
5	<p>Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management (only theory)</p> <p>Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40</p>	10
<p><b>References:</b></p> <ol style="list-style-type: none"> <li>1. Statistical Methods – Dr S. P Gupta, Sulthan Chand &amp; sons, fourth Edition, ISBN 81- 8054298-X.</li> <li>2. Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8.</li> <li>3. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi 9. Mathematics and Statistics – Raghavachari</li> <li>4. Complete Business Statistics - Aczel &amp; Sounderpandian, 7/e, Tata- McGraw Hill, 2006.</li> <li>5. James R. Evans, Business Analytics – Methods, Models and Decisions, Prentice Hall, 1st</li> <li>6. edition, 2013, ISBN – 978-0-13-295061-9</li> <li>7. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005,ISBN 981-240-641-7</li> </ol>		

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**SEC1: Managerial Communication**

Course Title: Managerial Communication	Course code: 24MBA1S1L/T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Apply Etiquette in Business Communication.
2. Write Formal letters effectively.
3. Use technology for effective implementation of communication process.

Unit	Description	Hours
1	Business Communication- Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication.	6
2	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.	8
3	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.	8
4	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	8

	Listener. Interpersonal Communications- Advantages and disadvantages of utilizing the team work; characteristic features of successful teams - Case studies and relevant activities.	
<b>References:</b> <ol style="list-style-type: none"><li>1. Kaul, Asha, Effective Business Communication, PHI, New Delhi.</li><li>2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education</li><li>3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi</li><li>4. Murphy, Effective Business Communication, McGraw-hill.</li></ol>		

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-I**  
**DSC5P1: Business Analytics (Lab)**

Course Title: Business Analytics (Lab)	Course code: 24MBA1C1P
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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.

Unit	Description	Hours
1	Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.  Introduction, A description of the purpose and application of Excel – Excel basics: Editing Copying, pasting, inserting and deleting cells, ranges of cells, rows, columns and Worksheets. 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.	10
2	Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.	10
3	Data Mining and Management, Data Mining Tools, Data Mining Process, Data Mining Through Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics. Pivot table and pivot chart, Visual display of quantitative information – best practice guidelines Statistical functions. Lookup & Reference - Looking up information in a basic	10

	table, and more flexibly.	
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**References:**

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.

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC3T1: Accounting for Managers**

Course Title: Accounting for Managers	Course code: 24MBA1C2T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam:
Summative Assessment Marks: 30	

Course Outcomes (CO's):

At the end of the course, students will be able to:

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

**DSC3T1: Accounting for Managers**

Unit	Description	Hours
1	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	10
2	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.	10
3	Marginal Costing –Marginal Costing Importance – Break-Even Analysis – Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling. Illustrative problems.	10

**References:**

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

Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC6: Financial Management**

Course Title: Financial Management	Course code: 24MBA2C6L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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

Unit	Description	Hours
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.	10
2	Time Value of Money: Importance, Theory and applications on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Theories on Simple interest & Compound interest including Loan amortization. Introduction to Leverages.	10
3	Financing Decisions: Introduction to Long-term sources of finance, Discussion on potentiality of equity shares, preference shares, debentures and bonds as long-term sources of 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).	12
4	Investment Decisions: Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Working Capital Management – Concept, Types and Factors influencing working capital requirements.	12
5	Dividend Decisions: Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Introduction to dividend decision models – Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.	12

**References:**

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
5. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.

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| <ol style="list-style-type: none"><li>6. Fundamentals of Financial Management – Vanhorne &amp; Bhandari, Pearson Education.</li><li>7. Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition).</li></ol> |
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Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC7: Business Research Methods**

Course Title: Business Research Methods	Course code: 24MBA2C7L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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

Unit	Description	Hours
1	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	10
2	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	12
3	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.	12
4	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.	12
5	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.	10

**References:**

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

Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC8: Operations Management and Supply Chain Management**

Course Title: Operations Management and Supply Chain Management	Course code: 24MBA2C8L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

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

Unit	Description	Hours
1	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	10
2	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.	10
3	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.	12
4	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	12

5	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	12
<b>References:</b> <ol style="list-style-type: none"> <li>1. Mahadevan B., Operations Management , Pearson</li> <li>2. Steveneson Operations Management, McGraw Hill</li> <li>3. Saxena, Production and Operations Management TMH</li> </ol>		

Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC9: Human Capital Management**

Course Title: Human Capital Management	Course code: 24MBA2C9L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Analyze HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.

Unit	Description	Hours
1	Overview of HCM-Meaning, Scope, Importance and functions of human resource of Management, human resource department structure and human capital, Role of HR Managers in the organization.	10
2	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.	12
3	Training and Development in Organizations-Employee training programs, new hire orientation, employee discipline methods, Carriers planning, Succession planning, Employee engagements and Talent management.	10
4	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.	12
5	Current Issues and Trends in HCM- Approaches to global staffing, cultural, age diversity, gender diversity, workplace violence, alternative work arrangements.	12

**References:**

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.

Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**

**DSC10: Strategic Management**

Course Title: Strategic Management	Course code: 24MBA2C10L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:3
Summative Assessment Marks: 70	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. Have an insight on strategy at different levels of an organization to gain competitive advantage.
4. Analyze the strategic drive-in multinational firms and their decisions in different markets.

Unit	Description	Hours
1	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.	12
2	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.	12
3	Types of Strategies: Functional strategies, Business strategies and corporate strategies. A) Functional strategies – Vertical fit, horizontal fit, Functional Plans	12

	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).	
4	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.	10
5	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).	10
<b>References:</b> <ol style="list-style-type: none"> <li>1. Strategic Management and business policy – Azhar Kazmi, Tata McGraw-Hill - companies.</li> <li>2. Strategy and Structure – Alfred C.Chandler.</li> <li>3. Strategic Management – Alex Miller and Irwin.</li> <li>4. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E.Porter.</li> <li>5. Competing for the future – Prahlad and Hammel.</li> <li>6. The Future of Competition – Prahlad andVenkataraman.</li> <li>7. Crafting and executing Strategy – Aurthor A. Thompson andothers.</li> </ol>		

Date  
Chairperson

Course Coordinator

Subject Committee

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**

**SEC 2: Organisation Behaviour**

Course Title: Organisation Behaviour	Course code: 24MBA2S2L/T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1 Hour
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

1. Demonstrate understanding and application of Concepts and principles of Organizational behavior, perception and personality.
2. Improving practical experience in the field of Management and Organization Behaviour
3. Develop skills and ability to work in groups to achieve organizational goals.
4. Develop a greater understanding about Behavioral aspects to analyze the concepts related to individual behavior, attitude, and personality.

Unit	Description	Hours
1	Individual Behavior: Personality – Types – Factors influencing personality – Theories; Learning – Types of learners – The learning process – Learning theories; Attitudes – Characteristics – Components – Formation – Measurement- Values; Perceptions – Importance – Factors influencing perception – Interpersonal perception, Impression Management. Emotions and Moods in workplace	10
2	Group Behavior: Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Interpersonal Communication; Team building - Interpersonal relations – Group decision making techniques; Meaning of conflict and its types, Conflict Redressal process	10
3	Leadership and Power: Leadership – Meaning, importance, traits, styles and Theories. Leaders Vs Managers. Sources of power – Power centers – Power and Politics; Motivation at work – importance, need, types and its effects on work behavior. Motivation Theories : Maslow's, Herzberg, etc.	10
<b>References:</b>		
<ol style="list-style-type: none"> <li>1. Fred Luthans, “Organizational Behaviour”, (2019)12th Edition, McGraw Hill</li> <li>2. Stephen P. Robbins, “Organizational Behaviour, (2018) , 8th Edition, Prentice Hall</li> <li>3. Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.</li> </ol>		

Date

Course Coordinator

Subject Committee Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC7P2: Business Research Methods (Lab)**

Course Title: Business Research Methods (Lab)	Course code: 24MBA2C3L
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2 Hours
Summative Assessment Marks: 30	

**Course Outcomes (CO's):**

**At the end of the course, students will be able to:**

- 1 To understand the basic usage of SPSS/Excel/Any Statistical Software
- 2 Collect and analyze data using quantitative and qualitative techniques
- 3 Apply critical thinking skills in order to evaluate different research approaches in Business.

Unit	Description	Hours
1	Data Management: Research in Behavioral Science, Types of data, Classification, Reliability and Validity, Sources of Research Data, Data Cleaning, Hypothesis testing. Descriptive Statistics: Measures of Central Tendency.	10
2	Measures of Variability, Percentiles, Quartiles and Inter quartile Range, Skewness, Kurtosis, Comparing Mean: One sample t-test, independent sample t-test, Paired sample t-test,	10
3	Chi Square test, Correlation and Regression Analysis. Analysis of Variance: ANOVA and MANOVA	10

**References:**

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

Date

Course Coordinator

Subject Committee

Chairperson

**Dept Name: Department of Studies in Business Administration**  
**Semester-II**  
**DSC6T2: Financial Management**

Course Title: Financial Management	Course code: 24MBA2C4T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam:
Summative Assessment Marks: 30	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Apply time value of money in real life situations
2. Identify investment decisions, financing decisions and dividend decisions
3. Evaluate various investment decisions and financing decisions
4. Estimate working capital requirements of firm

Unit	Description	Hours
1	Time Value of Money: Problems on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Problems on Simple interest & Compound interest including Loan amortization. Problems on Leverages Analysis-Financial, Operating and combined leverage, EBIT-EPS analysis.	10
2	Financing and Dividend Decisions: Problems on Capital Structure decisions and Problems on Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC). Walter's model, Gordon's model and Modigliani & Miller model	10
3	Investment Decisions: Problems on techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.	10
<b>References:</b>		
<ol style="list-style-type: none"> <li>1. Financial Management - Khan M. Y. &amp; Jain P. K, 6/e, TMH, 2011.</li> <li>2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011</li> <li>3. Financial Management, Rustagi, Taxman Publications</li> </ol>		

Date  
Chairperson

Course Coordinator

Subject Committee

**CBCS Question Paper Pattern for PG Semester End Examination**  
**with Effect from the AY 2024-25**

**Disciplines Specific Core (DSC) and Discipline Specific Elective (DSE)**

Paper Code:

Paper Title:

Time: 3 Hours

Max.

Marks: 70

**Note:** Answer any *FIVE* of the following questions with Question No. 1 (Q1) Compulsory, each question carries equal marks.

Q1. 14 Marks

Q2. 14 Marks

Q3. 14 Marks

Q4. 14 Marks

Q5. 14 Marks

**Note:** Question No.1 to 5, *one question from each unit* i.e. (Unit I, Unit II, ....). The Questions may be a whole or it may consists of sub questions such as a,b, c etc...

Q6. 14 Marks

**Note :**Question No.6, *shall be from Unit II and III*, the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q7. 14 Marks

**Note:** Question No.7, *shall be from Unit IV and V*,the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q8. 14 Marks

**Note:** Question No-8 shall be from *Unit II, Unit III , Unit IV and Unit V*. The question shall have the following sub questions and weightage. i.e a – 05 marks, b – 05 marks, c – 04 marks.

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## Skill Enhancement Courses (SECs)

Paper Code:

Paper Title:

Time: 1 Hours

Max.

Marks: 30

**There shall be Theory examinations of Multiple Choice Based Questions [MCQs] with Question Paper set of A, B, C and D Series at the end of each semester for SECs for the duration of One hour (First Fifteen Minutes for the Preparation of OMR and remaining Forty-Five Minutes for Answering thirty Questions). The Answer Paper is of OMR (Optical Mark Reader) Sheet.**

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### Method for Evaluation of Tutorials

Sl. no	Evaluation Methods	Max Marks = 50
1	Case Study	20
2	Financial Quiz	10
3	Solving Numerical questions	20

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