



NOTIFICATION

Sub: Revised syllabus of MBA Programme
Ref: Academic Council approval vide agenda

No.: ಎಸಿಸಿ: ಶೈ.ಮ.ಸಾ.ಸ.2:19(2023-24) dtd 04.10.2023.

The revised syllabus of Master in Business Administration [MBA] programme which is approved by the Academic Council at its meeting held on 04.10.2023 is hereby notified for implementation with effect from the academic year 2023-24 and onwards.

Copy of the Syllabus shall be downloaded from the University Website (www.mangaloreuniversity.ac.in)

REGISTRAR

To

1. The Registrar (Evaluation), Mangalore University.
2. The Chairman, PG BOS in Business Administration, Dept. of Business Administration, Mangalore University.
3. The Chairman, Dept. of Business Administration, Mangalore University.
4. The Principals of the College concerned.
5. The Superintendent (ACC), O/o the Registrar, Mangalore University.
5. The Asst. Registrar (ACC), O/o the Registrar, Mangalore University.
6. The Director, DUIMS, Mangalore University - with a request to publish in the Website.
7. Guard File.

MANGALORE UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM-2023-24

M.B.A Course Structure and Syllabi (New)

MBA Programme Outcome:

The MBA programme is visualised to prepare graduates from different disciplines to design business solutions for problems across the various functional domains of Management; to contribute to the growth and development of the society through their research acumen and entrepreneurial skills; and to develop the requisite interpersonal skills and aptitude. More specifically, on successfully completing the program, the student will be able to:

- Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.
- Review research literature, identify and analyse management problems and utilize qualitative and quantitative methods to investigate and solve critical business problems.
- Identify business opportunities, design and implement innovations in work space.
- Integrate tools and concepts from multiple functional areas like finance, marketing, operations and human resource management to solve business problems.
- Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- Incorporate ethical principles, diversity and multicultural perspectives when making business decisions.
- Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- Communicate effectively with all stakeholders of his role as a manager.
- Engage in independent and life-long learning.

Minimum Credits required for M. B. A. Degree

| I to IV Semesters | Hard Core Courses | | Soft Core Courses | | Total | |
|------------------------------|--------------------------|-----------|--------------------------|-----------|--------------|-----------|
| | Numbers | Credits | Numbers | Credits | Numbers | Credits |
| | 13 | 52 | 10 | 40 | 23 | 92 |

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in four semesters.

| Semesters | Hard Core Courses | | Soft Core Courses | | Total | |
|--------------|-------------------|-----------|-------------------|-----------|-----------|-----------|
| | Numbers | Credits | Numbers | Credits | Numbers | Credits |
| I | 4 | 16 | 2 | 8 | 6 | 24 |
| II | 4 | 16 | 2 | 8 | 6 | 24 |
| III | 3 | 12 | 3 | 12 | 6 | 24 |
| IV | 2 | 8 | 3 | 12 | 5 | 20 |
| Total | 13 | 52 | 10 | 40 | 23 | 92 |

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in ODD and EVEN semesters.

| Semesters | Hard Core Courses | | Soft Core Courses | | Total | |
|--------------|-------------------|-----------|-------------------|-----------|-----------|-----------|
| | Numbers | Credits | Numbers | Credits | Numbers | Credits |
| ODD | 7 | 28 | 5 | 20 | 12 | 48 |
| EVEN | 6 | 24 | 5 | 20 | 11 | 44 |
| Total | 13 | 52 | 10 | 40 | 23 | 92 |

MANGALORE UNIVERSITY
DEPT. OF BUSINESS ADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION
STRUCTURE OF THE PROGRAMME

| Subject Code | Title of the Course | Instruction hrs/Week Lectures/ Practical's | Duration of Exams (hrs) | Marks | | | Credits |
|--|--|--|-------------------------|------------|------------|-------------|-----------|
| | | | | IA | Exam | Total | |
| First Semester: Four Hard Cores and Eight Soft Cores. | | | | | | | |
| MBAH 101 | Modern Organisation and Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 102 | Business Accounting and Finance | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 103 | Organisational Behaviour and Communication | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 104 | Information Technology and Business | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 105 | Economics for Managers | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 106 | Soft Skills | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 107 | E- Commerce | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 108 | Compliance Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 109 | Project Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 110 | Business Analytics | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 111 | Bank Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 112 | Facility Management | 4 | 3 | 30 | 70 | 100 | 4 |
| Semester Total | | 48 | 36 | 360 | 840 | 1200 | 48 |

| Subject Code | Title of the Course | Instruction hrs/Week Lectures/ Practical's | Duration of Exams (hrs) | Marks | | | Credits |
|---|---|--|-------------------------|------------|------------|-------------|-----------|
| | | | | IA | Exam | Total | |
| Second Semester: Four Hard Cores and Eight Soft Cores. | | | | | | | |
| MBAH 201 | Human Resource Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 202 | Marketing Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 203 | Indian Business Environment | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 204 | Business Research Methods | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 205 | Operations Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 206 | Business Ethics and Social Responsibility | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 207 | Supply Chain Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 208 | Non- Profit Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 209 | Disaster Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 210 | Marketing Analytics | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 211 | Insurance Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 212 | Financial Services | 4 | 3 | 30 | 70 | 100 | 4 |
| Semester Total | | 48 | 36 | 360 | 840 | 1200 | 48 |

| Subject Code | Title of the Course | Instruction hrs/Week Lectures/ Practical's | Duration of Exams (hrs) | Marks | | | Credits |
|--|--|--|-------------------------|-------|------|-------|---------|
| | | | | IA | Exam | Total | |
| Third Semester: Three Hard Cores and Eighteen Soft Cores. | | | | | | | |
| MBAH 301 | Entrepreneurship and Start-ups | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 302 | Strategic Cost Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 303 | Operations Research | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 1: Financial Management | | | | | | | |
| MBAS 304 | Strategic Financial Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 305 | Investment Analysis and Portfolio Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 306 | Tax Planning | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 2: Marketing Management | | | | | | | |
| MBAS 307 | Marketing Research and Consumer Behaviour | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 308 | Promotions and Distribution Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 309 | Retail Management | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 3: Human Resource Management | | | | | | | |
| MBAS 310 | Learning and Development | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 311 | Employees Relations Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 312 | Stress Management | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 4: Banking and Insurance | | | | | | | |
| MBAS 313 | Principles and Practice of Banking and Insurance | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 314 | Banking and Insurance Products | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 315 | International Banking | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 5: Hospital Administration | | | | | | | |
| MBAS 316 | Hospital Services Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 317 | Hospital Planning and Administration | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 318 | Health Economics and Insurance | 4 | 3 | 30 | 70 | 100 | 4 |

| SOFT CORE GROUP – 6: Logistics Management | | | | | | | |
|--|--------------------------------------|-----------|-----------|------------|-------------|-------------|-----------|
| MBAS 319 | Fundamentals of Logistics Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 320 | Cargo And Freight Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 321 | Transportation Management | 4 | 3 | 30 | 70 | 100 | 4 |
| Semester Total | | 84 | 63 | 630 | 1470 | 2100 | 84 |

| Subject Code | Title of the Course | Instruction hrs/Week Lectures/ Practical's | Duration of Exams (hrs) | Marks | | | Credits |
|---|--|--|-------------------------|-------|------|-------|---------|
| | | | | IA | Exam | Total | |
| Fourth Semester: Three Hard Cores and Eighteen Soft Cores. | | | | | | | |
| MBAH 401 | International Business Environment | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAH 402 | Project Report*** | 1* | - | - | 70 | 70 | 3 |
| MBAH 403 | Viva-voce | - | - | | 30 | 30 | 1 |
| SOFT CORE GROUP – 1: Financial Management | | | | | | | |
| MBAS 404 | Behavioural Finance | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 405 | International Financial Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 406 | Corporate Restructuring | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 2: Marketing Management | | | | | | | |
| MBAS 407 | International Marketing Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 408 | Services Marketing | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 409 | Rural Marketing | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 3: Human Resource Management | | | | | | | |
| MBAS 410 | Global Human Resources Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 411 | Compensation Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 412 | Performance Management | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 4: Banking and Insurance | | | | | | | |
| MBAS 413 | Legal Aspects of Banking and Insurance | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 414 | Treasury and Risk Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 415 | Rural Banking | 4 | 3 | 30 | 70 | 100 | 4 |
| SOFT CORE GROUP – 5: Hospital Administration | | | | | | | |
| MBAS 416 | Quality Management in Healthcare Organisation | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 417 | Legal Issues in Healthcare and Business Ethics | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 418 | Health Information System | 4 | 3 | 30 | 70 | 100 | 4 |

| SOFT CORE GROUP – 6: Logistics Management | | | | | | | |
|--|--|-----------|-----------|------------|-------------|-------------|-----------|
| MBAS 419 | International Trade Documentation and Maritime Law | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 420 | Strategic Logistics Management | 4 | 3 | 30 | 70 | 100 | 4 |
| MBAS 421 | Warehousing, Icd and Packaging | 4 | 3 | 30 | 70 | 100 | 4 |
| Semester Total | | 77 | 57 | 570 | 1430 | 2000 | 80 |

* 1 hour per student per week

1. Soft Core Courses in I and II Semesters:

Any two soft core courses from the available Soft Cores shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more soft core papers which will be offered during I and II semesters depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for a soft core course should be ten.

2. Elective Groups:

Any one **group** from the available **Soft Core Groups** shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Soft Core Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for soft core group. A Soft Core Group can be offered if there are minimum ten students opting for that group.

*****Project Work:**

A student in the third semester shall register for a Project Work which carries 4 credits in the fourth semester. **Work load for Project Work is one contact hour per student per week for the teacher.** The student shall do field work and library work in the remaining 3 credit hours per week.

Evaluation of Project report

- 1) 30 marks viva –voce examination and 70 marks final report evaluation.
- 2) Viva voce examination shall be conducted by the BOE in the department.
- 3) Each Panel of Examiners consist of 01 Chairperson (to be nominated by BOE Chairman from the approved panel examiners) and 03 more Examiners including at least 01 external examiner.
- 4) Each panel can conduct project viva of maximum 40 students per day.

Study Tour: All students are required to attend one industrial/ study tour to be organised by the institution/department and prepare a report. Report shall be submitted to the institution/department.

Internship:

Internship is an integral part of the MBA academic curriculum and its satisfactory completion is a mandatory requirement for the award of the degree. Under the program, the students are required to undertake an internship assignment within assigned companies for hands-on corporate experience and for integrating the knowledge and skills. SIP also offers students the opportunity to gain exposure to industry projects; interactions with professionals and other summer interns; and improving their presentation, writing, and communication skills.

Internship Objectives is designed for students to:

1. Transfer their analytical, integrative, team skills honed in the classroom to the workplace.
2. Understand the complexities of the corporate world first hand.
3. Focus on a narrow problem within a selected topic/field – typically a micro theme – to facilitate an in-depth study using quantitative/qualitative measurement tools to organize and analyze data, intensively focusing on the area to arrive at reasoned conclusions about the issue or problem.
4. Identify opportunities for networking with people in industry/ corporate / organizations.
5. Aim for pre-placement offers where feasible/appropriate.

DURATION: Internship is scheduled during the summer between the first and the second year. It generally spans for six weeks. The duration may be extended beyond six weeks, but in no case should exceed eight weeks.

After completion a) The student intern shall submit the SIP Report (including completion certificate from external guide) to the Faculty Mentor within one week of commencement of the ensuing semester. b) The student must make a detailed presentation before the faculty committee on SIP at the beginning of next semester.

Examination Result

- i. A Candidate shall be considered to have passed a semester if he/she obtains not less than 35% marks in each paper and 40% marks in the aggregate of both internal assessment and semester end examination marks put together and 50% in the aggregate of all the papers in each semester. However, if a candidate has to get exemption in any paper, he/she has to obtain at least 50% marks in written examination and internal assessment put together in that paper.
- ii. There shall be no minimum in respect of internal assessment.
- iii. A candidate who fails in any of papers / Project report / Viva-voce shall reappear in that paper/ papers/ project report /viva-voce and pass the examination subsequently.

Question paper pattern

1. Theory paper pattern:

| | | |
|---|-------------------|--------------|
| | Section- A | |
| One compulsory question | | (1 x 15 =15) |
| | Section- B | |
| Five out of eight questions. | | (5 x 8 = 40) |
| | Section-C | |
| One compulsory question (case study/practical question) | | (1 x 15 =15) |

2. Practical paper pattern:

| | | |
|---|-------------------|---------------|
| | Section- A | |
| Two out of three questions | | (2 x 10 = 20) |
| | Section- B | |
| Three out of five questions | | (3 x 12 = 36) |
| | Section-C | |
| One compulsory question (case study/practical question) | | (1 x 14 = 14) |

Note: The following papers are practical in nature and practical question paper pattern will be used in the semester examinations.

MBAH402, MBAS 410, MBAH 454, MBAS 460, MBAS 462, MBAH 502, MBAH 503, MBAS 504, MBAS 505, MBAS 506, MBAS 554, MBAS 555.

I SEMESTER

| | | |
|---|------------------------------|------------------------------------|
| Name of the Program: Master of Business Administration (MBA) MBAH 101: MODERN ORGANISATION AND MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To analyze the approaches to management and their applicability in modern management 2. To plan effectively in the dynamic organizational environment. 3. To analyse different organizational structures. 4. To examine the barriers to individual and common styles of decision-making. 5. To explain the core strategic management concepts and their relevance in developing customer-driven strategy. 6. To explain strategy formation, tools and techniques of strategic analysis and their application on execution. | | |
| Course Outcomes: On successful completion of the course, the students will be able to | | |
| <ol style="list-style-type: none"> 1. Explain management concepts and their application to the modern world. 2. List the types of plans and applications of planning tools in the dynamic business world. 3. Apply contemporary organization designs matching the present changes. 4. Recommend relevant decision-making approaches to solve real-world business problems. 5. Analyse the market, forecast the future and devise winning business strategies. 6. Apply the concepts, tools and techniques in strategy formulation and implementation in a dynamic business landscape. | | |
| Syllabus | | Hours |
| Module No. 1: Introduction to Basic Concepts | | |
| <p>Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management Early Management, Classical Approach, Behavioural Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.</p> | | |
| Module No. 2: Planning | | |
| <p>Concept, need, nature, Management By Objectives (MBO) - Process of MBO -Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments.</p> | | |
| Module No. 3: Organizing | | |
| <p>Organization, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional</p> | | |

Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.

Module No. 4: Decision Making

The Decision - Making Process – Identifying a Problem – Identifying Decision Criteria – Allocating Weights to the Criteria – Developing Alternatives – Analyzing Alternatives - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, the Role of Intuition, and the Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach, Decision – Making Styles- Linear – Nonlinear Thinking Style Profile, Decision - Making Biases and Errors. Effective Decision Making - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation indecision Making – Implementation of decision.

Module No 5: Controlling

Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed - forward/ Concurrent/ Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.

Module No 6: Strategic Management

Dimensions, benefits and risks, the strategic management process. Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components, Environment Analysis – External and Internal – PESTEL, The Porter’s Five Force Model, SWOT Analysis, Value chain analysis.

Module No 7: Levels of Strategy

Corporate Level Strategies: Corporate strategies, concentration strategies, Integration Strategies, Diversification Strategies, Internationalization strategies, Retrenchment strategies, Corporate Restructuring. Business Level Strategies: Business Level Strategy, Generic Business Strategies, Tactics for Business Strategies.

Module No 8: Strategy Implementation, Evaluation and Control

Project implementation, procedural implementation, resource allocation, Structural implementation, behavioural implementation and functional implementation. Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control.

Books for Reference:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontzand Wechrich, Tata Mc. Graw Hill.
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Richard Lynch, Corporate Strategy, Prentice Hall, 2006
5. Azhar Kazmi and Adela Kazmi, Strategic Management, Mc. Graw Hill.
6. Management, Robbins & Coulter, Prentice Hall of India, New Delhi.
7. Management–Text & Cases, Satya Raju, PHI, New Delhi.
8. Management, Richard L. Draft, Thomson South-Western
9. Pearce John Aand Robins on Richard B-Strategic Management-Mc.Graw Hill.
10. Porter Michael E.-Competitive Strategy – Free Press Publication

| | | |
|--|------------------------------|------------------------------------|
| Name of the Program: Master of Business Administration (MBA) MBAH 102: BUSINESS ACCOUNTING AND FINANCE | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies ,etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. Explain basic accounting principles, Financial Statements features, and basic accounting terminology. 2. Explain and use the accounting equation and explain how the equation is related to the financial statements. 3. Prepare basic financial statements and explain how the basic statements express themselves. 4. To assess the plans for investments. 5. Analyzing the decision on capital structure and dividend. 6. To recognize an organization's work capital management. 7. To provide with the sources of finance. | | |
| Course Outcomes: On successful completion of the course, the students will be able to | | |
| <ol style="list-style-type: none"> 1. Demonstrate theoretical knowledge and its application in real time accounting. 2. Demonstrate knowledge regarding accounting principles and its application. 3. Independently undertake financial statement analysis and take decisions. 4. Understand the basic financial concepts. 5. Evaluate the investment decisions. 6. Analyze the capital structure and dividend decisions. 7. Estimate working capital requirements. | | |
| Syllabus | | Hours |
| Module No. 1: Accounting Concepts, Principles, Bases and Policies | | |
| Introduction to Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Accounting Conventions and Concepts-Balance Sheet and Profit & Loss Account and related concepts. Accounting Standards- Scope and functions of Accounting Standards Board, International Financial Reporting System. | | |
| Module No. 2: Accounting Mechanism | | |
| Meaning of Double Entry Accounting- Classification of Accounts under Traditional Approach and under Accounting Equation Approach-Transactions and Events-Meaning and Roles of Debit and Credit-writing up Journals, passing Journal Entries, Introduction to various Secondary Books of Account-Posting to Ledger, Preparing Trial Balance Adjustment Entries, Preparation of Final Accounts of Sole Traders. | | |
| Module No.3: Company Accounts | | |
| Final Accounts: Introduction, Adjustments before preparing Final Accounts, Depreciation, Bad Debts and accounting treatment of bad debts, Provision for doubtful debts, Reserves for Discount on Debtors and Creditors, Closing Stock; Preparation of Statement of Profit and Loss and Balance Sheet as Per Companies Act. | | |
| Module No. 4: Depreciation | | |
| Concept of Depreciation: Meaning, Causes, Accounting implications of Depreciation; | | |

Methods of charging depreciation: Straight Line Method, Written Down Value Method, Change in the method of Depreciation.

Module No. 5: Financial Statement Analysis

Objectives and limitations of Financial Statements, Meaning and significance of Financial Statement Analysis, Techniques (Tools or Methods) of FSA: Comparative Financial Statements, Common-size Statements, Trend Analysis (**theory only**), Ratio Analysis, Funds Flow Analysis and Cash Flow Analysis (**theory and problems**), Inter-firm and Inter-period comparison using ratio analysis.

Module No. 6: Business Finance

Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management, Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision, Liquidity Decision), Finance and its relation with other disciplines, Functions of Finance Manager.

Module No. 7: Working Capital Management

Meaning of Working Capital, its components and types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method and Cash Cost Method)

Module No. 8: Capital Structure and Capital Budgeting:

Meaning and Factors affecting Capital Structure, Sources of finance. Concept and measurement of Cost of Capital (Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types; Significance of Capital Budgeting, concept of Time Value of Money, Capital Budgeting Appraisal Techniques (**theory only**)

Books for Reference:

1. Ghosh T.P., Financial Accounting for Management, TMH, 2000.
2. Khan and Jain, Accounting for Management TMH, 2001.
3. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt., Ltd., 2003
4. Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi.
5. Khan and Jain, Financial Management,
6. I M Pandey, Financial Management, (Vikas Publishing House Pvt. Ltd)
7. Bhattacharya S.K., John Dearden - Accounting for Management text and cases - Vikas publishing house, New Delhi, 2001
8. S.N. Maheshwari- Principle of Management Accounting: Sultan Chand & Sons, New Delhi, 2010
9. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
10. Financial Accounting for Management: Shankarnarayanan, Ramanath- CENGAGE Learning
11. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
12. Ravi M. Kishore, Financial Management, Taxman Publications.
13. S.N. Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
14. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
15. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand & Sons)
16. Financial Management, A Contemporary Approach, Rajesh Kothari(SAGE)
17. Financial Management, Dr. Mahesh Abele & Dr. ShriprakashSoni (Himalaya Publishing House Pvt.Ltd.)
18. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
19. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
20. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
21. Advanced Financial management, N.M.Vechalekar

| Name of the Program: Master of Business Administration (MBA) MBAH 103: ORGANISATION BEHAVIOUR AND COMMUNICATIONS | | |
|---|-----------------------|-----------------------------|
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: <ol style="list-style-type: none"> 1. To understand the fundamental principles and ideas of human behavior. 2. To familiarize with the behavioral patterns of human beings. 3. To understand power and politics and its impact on individual behavior. 4. To make students aware of individual behavior in groups, group dynamics. 5. To develop a better understanding about building of effective teams. 6. To develop communication skills. 7. To inculcate interview and group discussion techniques. | | |
| Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> 1. Describe the key concepts of organizational behavior. 2. Enhance the ability in terms of control of human behavior in an organization. 3. Have knowledge on motivational factors that influence the individual behavior. 4. Have understanding about the organizational power and politics. 5. Understand theories about how managers should behave to motivate and control employees. 6. Build people and leadership skills essential for managerial success. 7. Appraise the basic principles of communication. | | |
| Syllabus | | Hours |
| Module No.1: Fundamentals of Organisation Behaviour | | |
| Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Major disciplines & their contributions to OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. | | |
| Module No. 2: Values, Attitudes and Emotions | | |
| Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers –Briggs Type Indicator and The Big Five personality model, Johari Window, Transaction Analysis, Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. | | |
| Module No.3: Perception and Motivation | | |
| Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need Hierarchy & Herzberg’s Two Factor model Theory),The Process Theories (Vroom’s expectancy Theory & Porter Lawler model),Contemporary Theories – Equity Theory of Work Motivation. | | |

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| Module No. 4: Group and Team Dynamics | |
| The Meaning of Group & Group behaviour & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership - Traits and Types, Theories of Leadership – Trait and Behavioral Theories-Leadership Styles. | |
| Module No. 5: Conflict Management | |
| Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Johari Window, Conflict Management Styles, Organizational Culture: Meaning and Nature of Organization Culture –Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity, Gender Diversity and inclusion. | |
| Module No. 6: Stress at Workplace | |
| Work Stressors –Prevention and Management of stress – Balancing work and Life, importance of vacations/ sabbaticals, work place spirituality, mental health and hygiene, counseling and therapy. Stressors-Sources of Stress, A Model of Occupational Stress, Stress V/s. Burnout, A Model of Burnout, Time Management Matrix. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that act as stimulants to change. Kurt Lewin’s Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. | |
| Module No.7: Communication Basics | |
| Introduction to Communication, Meaning and Process, Objectives – Channels of Communication – Models of Communication – Group Communication- Barriers to effective Communication. | |
| Module No. 8: Listening, Interview and Negotiations | |
| Listening as a Managerial Process – Good Listening – Determinants of good listening - Difference between hearing and listening. Interview: Concept, Typology, Effective Interview: Ingredients, preparation for a good Interview, Interview facing and guiding techniques - Group Discussion: Ingredients of good discussion. Effective Negotiation Techniques, guiding the Negotiation process – Ingredients of good negotiation process. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Organizational Behavior, Robins 2. Organizational Behavior, Nelson & Quick 3. Organizational Behavior, Fred Luthans 4. Organizational Behavior, Stephen Robins, Timothy Judge, Neharika Vohra 5. Organizational Behavior, M N Mishra 6. Organizational Behavior, K Ashwathappa 7. MatthuKutty MM, Business Communication Strategies, TMH, 2001. 8. Lessikar, Basic Communication, Tata Mc. Graw Hill -2001. 9. Understanding OB, UdayPareek 10. Human Resource Management, Nkomo, CENGAGE Learning 11. Ken Robert W.,A short guide to successful Writing in Management, HBS,1986 12. Mudd Cs and Sillers Md, Speech and Content and Communication, Thomas Crowell Company, 1985 13. Rayudu, Business Communication, Himalaya Publishers, 2001. 14. Aruna, Business Communication. TMH | |

| Name of the Program: Master of Business Administration (MBA) MBAH 104: INFORMATION TECHNOLOGY IN BUSINESS | | |
|--|-----------------------|-----------------------------|
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Practical, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: <ol style="list-style-type: none"> 1. To identify the application of Information Technology in business and industry. 2. To explain the utility of e-commerce and m-commerce in business, along with their legal and ethical issues. 3. To differentiate between traditional file systems and database management systems. 4. To outline the role of hardware and operating software in modern business 5. To identify various Microsoft Office software tools that can be adopted in an organization. 6. To identify the different types of Information Systems. | | |
| Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> 1. Apply Information Technology in various functional areas of business. 2. Appraise an appropriate infrastructure to support e-commerce and m-commerce within the legal and ethical framework. 3. Develop an effective database management system for an organization. 4. Effectively adopt an operating system in the organization 5. Effectively apply MS Word, MS Excel and MS PowerPoint in academic and non- academic work. 6. Design and implement Information Systems. | | |
| Syllabus | | Hours |
| Module No.1: Information Technology | | |
| Information Technology: Application of information technology, uses of information technology, impact of information technology on business. | | |
| Module No. 2: Information System Resources | | |
| Information System Resources-Computer basics (H/w & S/w), DBMS, Communication Systems, Internet and office automation. | | |
| Module No.3: Information System Management | | |
| Information System Management - Information Concepts -, its nature and functions, planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems. | | |
| Module No. 4: Application of MIS | | |
| Use of MIS at various levels of Management. A framework for information systems for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert Systems. | | |
| Module 5: E-Commerce | | |
| Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, the impact of E-commerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce. Electronic Commerce - types - advantages and disadvantages. Electronic data interchange - How EDI works - EDI benefits and limitations. Information Systems for Mobile Commerce, Legal and Ethical Issues in E-commerce and M- | | |

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| commerce. | |
| Module 6: Micro Soft Word | |
| Word processing with MS Word - starting MS Word - MS Environment - working with Word documents - working with text - working with tables - checking spelling and grammar - printing documents - creating mailing lists- mail and merge. | |
| Module 7: Micro Soft Excel | |
| Concept of Spread-sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graphs with excel -working with workbook. Working with functions – Summary statistics, correlations, regression. Sort and filter commands | |
| Module 8: MS Power Point | |
| Making presentations with MS Power Point - starting MS Power Point - MS Power Point Environment - working with Power Point - working with different views - designing presentations - printing in Power Point. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, 11Ed, Thomson Learning, 2007. 2. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer 3. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education. 4. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education. 5. Alexis Leon & Mathew Leon, Introduction to Computers with MS-OFFICE-2000, TMH,-2001. 6. Williams/Sawyer, Using Information Technology, 2009. 7. Norton. P., Introduction to computers, 7Ed, TMH, 2010. 8. Curin,D.P.,Foley,K.Sen,andC.S.Morin,IntroductiontoInformationTechnology– Breaking Wave, TMH, 1999. 9. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House. 10. Sanjay Saxsena- MS Office 2000- Vikas Publishing House, 11. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning 12. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning 13. Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI 14. O'Brien James- Management Information System- Tata Mc. Graw Hill 15. Gorden Davis and Olson- Management Information System- Conceptual Foundations –McGraw Hill 16. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd. 17. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd. 18. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd. 19. Saxena Sanjay, Chopra P – Computer Applications in Management - Vikas Publishing House, New Delhi. | |

Name of the Program: Master of Business Administration (MBA)
MBAS 105: ECONOMICS FOR MANAGERS

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|---|-----------------------|-----------------------------|
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: <ol style="list-style-type: none"> 1. To incorporate managerial economic fundamentals, methods and theories. 2. To provide an understanding of Economics in Business application. 3. To learn the fundamental concepts of economics. 4. To have an understanding of the competitions for demand, production, cost, profit and market with reference to a company and industry. 5. To study the Consumption Function and Investment Function. 6. To understand the impact of Business Cycle on day to day business. 7. To understand the impact of Government and the Macro Economy on business. | | |
| Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> 1. The student will understand the application of Economic Principles to decision making in management. 2. The student must understand and apply the microeconomic principles to the efficient functioning of a firm and industry. 3. The Student will be able to understand, evaluate and predict Demand. 4. The student will apply production concepts and costs for production optimization. 5. The student will be able to Analyze the Consumption Function and Investment Function. 6. Able to understand the impact of Business Cycle on day to day business. 7. The student will understand the impact of Government and the Macro Economy on business. | | |
| Syllabus | | Hours |
| Module No.1: Introduction | | |
| Economics- Micro and Macro, Positive and Normative economics, nature and scope of Managerial economics, Managerial Economics and its relationship with other disciplines, economic Concepts relevance for decision making- concept of firm, objectives of firm and value of the firm, constraints on the operations of the firm, limitations of the theory of the firm. | | |
| Module No. 2: Demand and Supply | | |
| Concept of Demand, law of demand, determinant's of demand, change in quantity demand v/s change in demand, factors shift in the demand, price elasticity of demand- significance, type and methods of measuring price elasticity of demand- elasticity concepts- cross elasticity, income elasticity and promotional elasticity. Supply – factor influencing shift in supply, a change in the supply V/s a change in quantity supplied- Market equilibrium. <i>(Case studies involving numerical problems are to be solved)</i> | | |
| Module No.3: Demand Forecasting | | |
| Demand Forecasting: Objectives, significance, types, factors involved in forecasting, techniques of forecasting, limitations of demand forecasting. <i>(Case studies involving numerical problems are to be solved)</i> | | |
| Module No. 4: Production and Cost | | |
| Production and production function, its utility, production function in the short run, marginal physical product and marginal cost, average productivity. Cost of product- total, average and marginal cost, relationship between AVC and ATC curves, short run production to costs. Production and cost in the long run- long run average, total cost curve, economics of scale diseconomies of scale and returns to scale. | | |

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| Module No 5: Market structure and Price determination | |
| Different terms of market structure and price output determinations: output determinants under different market structure- Perfect Market- Monopoly-Monopolistic Competition- and Oligopoly - Pricing Policies and Strategies. | |
| Module No 6: Profit theories and Policies | |
| Theories of profit- rent theory, risk theory, uncertainty theory, dynamic theory, innovation theory, marginal efficiency theory, frictional theory of profit, monopoly theory of profit. Profit policies and profit measurement. | |
| Module No 7: Business Cycle | |
| Introduction, type of business cycle, phases of business cycle, theories of business cycle. Policies and measures to control business cycles. | |
| Module No 8: Monetary and Fiscal Policy | |
| National Income: concepts of national income approaches to measure, GDP and Real GDP, limitations of national income measurements. Monetary and Fiscal Policy: objectives of monetary and fiscal policy, an overview of various instruments of Monetary and Fiscal Policy. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Roger A Arnold- Macro Economics- Cengage Learning 2. N Gregory Mankiw- Principles of Microeconomics- Cengage Learning 3. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Economics- Pearson 4. Dominick Salvatore- Siddhartha K Rastogi- Managerial Economics-oxford 5. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Microeconomics- Pearson 6. Robert s- Daniel L- Prem L Mehta- Microeconomics- Pearson 7. N Gregory Mankiw- Principles of Macroeconomics- Cengage Learning 8. H.L Ahuja- Macro Economics for Business and Management- Sultan Chand& Sons 9. Mishra &Puri- Indian Economy-Himalaya Publishing House 10. Dr. D M Mithani- Managerial Economics- theory and Applications- Himalaya Publishing House 11. H. Carig Peterson and W. Cris Lewis- Managerial Economics- Pearson Education 12. Paul Samulson- William D N- Economics- T M H Publication | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 106: SOFT SKILLS | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To enable the students to become conscious of their communication skills and to make them aware of their potential to become successful managers. 2. To enable learners to write mechanics and to help them draft business letters accurately and effectively in English. 3. To expose the students to some of the managerial contact methods which are vogue. 4. To prepare students with an emphasis on evaluating business circumstances to learn the art of business communication. 5. To train students in the creation of business proposals. 6. To train the students for effective speaking. 7. To train the students to present them in the interviews. | | |
| Course Outcomes: On successful completion of the course, the students will be able to, | | |
| <ol style="list-style-type: none"> 1. Recognize the various communication structures, communication channels and obstacles to effective communication. 2. Effectively express themselves in real-world business interactions of routine and special nature. 3. Demonstrate proper use of body language. 4. Participate in professional meetings, group discussions, telephone calls, basic interviews as well as public speaking activities. 5. Create and deliver effective business presentations for common business situations, using the appropriate technology tools. 6. Describe steps in a standard process of contact and obstacles to effective communication. 7. Compose texts, notes, memos, and circulars. | | |
| Syllabus | Hours | |
| Module No.1: Basics of Communication | | |
| Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. | | |
| Module No. 2: Oral Communication: | | |
| Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audio-visual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. | | |
| Module No.3: Soft Skills | | |

How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.

Module No. 4: Written Communication

Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, drafting, editing and finalizing the business letters.

Module No 5: Recruitment and Employment correspondence

Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-Presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.

Module No 6: Internal and External Communications

Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. External Communications: Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes.

Module No 7: Professionalism at Work

Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic Disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights.

Module No 8: Business Etiquette Basics

Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines.

Books for Reference:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education.
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India.
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi.
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi.
6. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter.
7. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and LivTyle.
8. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
9. Indian Business Etiquette, Raghu Palat, Jaico Publishing.
10. Business Etiquette: A Guide for the Indian Professional, Shital Kakkar Mehra.
11. Communication Skills for Effective Management, Hargieet. al., Palgrave.
12. Communication for Business, Tayler Shinley, Pearson Education.
13. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi.
14. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
15. Dictionary of Common Errors, Turton, N. Dand Heaton, J.B, Addison Wesley Longman Ltd.

Name of the Program: Master of Business Administration (MBA)
MBAS 107: E- COMMERCE

| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
|---|-----------------------|-----------------------------|
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. The students can acquaint with moderns business practices. 2. Can have an overview of the role of technology in business transactions. 3. Helps to make them understand the pros and cons of E-commerce. 4. They can have knowledge about importance of E-commerce and M Commerce 5. To provide with the basic requirements of E-commerce. 6. To study the risk associated with E-Commerce. 7. To study how to manage the risks in E-Commerce | | |
| Course Outcomes: On successful completion of the course, the students will be able to, | | |
| <ol style="list-style-type: none"> 1. Recognize the various E-commerce structures, forms and obstacles to effective E-commerce. 2. Equip the students to handle jobs in E-commerce business. 3. Manage the E-commerce organization. 4. Able to understand the basic requirements of E-Commerce. 5. Able to manage the risks associated with the E-Commerce. 6. The students will be able to manage the SCM in E-Commerce. 7. The students will be able to manage the Challenges and Opportunities of E-Commerce organizations. | | |
| Syllabus | | Hours |
| Module No.1: Introduction to E-commerce | | |
| Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India. | | |
| Module No. 2: E-commerce Infrastructure | | |
| Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website. | | |
| Module No.3: Managing the e-Enterprise | | |
| Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise. | | |
| Module No. 4: E-Commerce Process | | |
| E-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model. | | |
| Module No 5: Risks of Insecure Systems | | |
| Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction, Data Transferred between Trading Partners. | | |
| Module No 6: Electronic Payment Systems | | |
| Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems, Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm. | | |

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| Module No 7: Consumer Oriented Business | |
| Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine. | |
| Module No 8: Challenges and Opportunities | |
| Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities | |
| Books for Reference: <ol style="list-style-type: none"> 1. Kenneth Laudon and Carol Traver, E-Commerce 2015, Business, technology, society, Global Edition (Kindle Edition), Pearson. 2. P T Joseph, E-Commerce: An Indian Perspective, PHI. 3. Devid Whiteley, E-Commerce: Strategy, Technologies and Applications, 1st Edition, Tata Mc. Graw Hill Education. 4. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, PHI. 5. P. Rizwan Ahmed, E-Business & E-Commerce, Margham Publications, Chennai, 600017. 6. Piyush Sukhija, E- commerce: Opportunities and Challenges, Global India Publications Pvt. Ltd. New Delhi. | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 108: COMPLIANCE MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |

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| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To analyze the approaches to management and their applicability in modern management 2. To plan effectively in the dynamic organizational environment. 3. To analyse different organizational structures. 4. To examine the barriers to individual and common styles of decision-making. 5. To explain the core strategic management concepts and their relevance in developing customer-driven strategy. 6. To explain strategy formation, tools and techniques of strategic analysis and their application on execution. | | |
| Course Outcomes: On successful completion of the course, the students will be able to, | | |
| <ol style="list-style-type: none"> 1. Understanding of the key terms involved in each Act. 2. Summarize the key legal provisions of each Act. 3. Illustrate the use of the acts in common business situations. 4. Outline the various facets of basic case laws of each act from a legal perspective. 5. Understand the various facets of basic case laws of each act from a managerial perspective 6. Inculcate ethical practices. 7. Discourage act of business against environment and public interest. | | |
| Syllabus | | Hours |
| Module No.1: The Contract Act, 1872 | | |
| Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. | | |
| Module No. 2: Sale of Goods Act, 1930 | | |
| Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. | | |
| Module No.3: The Companies (Amendment) Act, 2015 | | |
| Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. | | |
| Module No. 4: The Consumer Protection Act, 1986 | | |
| Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. | | |
| Module 5: Industrial law | | |
| Overview of-Factories Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Industrial Disputes Act, 1947 and Workmen Compensation Act. | | |
| Module 6: Information Technology Act, 2000 | | |
| Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. Right to Information Act, 2005. | | |

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| Module 7: Banking Law | |
| Regulatory Framework, Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc.), Creation and satisfaction of charge. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest. | |
| Module 8: Environmental Law | |
| The Environment (Protection) Act, 1986; The Forest (Conservation) Act, 1980; The Wildlife Protection Act, 1972; Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981 and The Indian Forest Act, 1927. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Business Legislations for Management, M.C. Kuchhal. 2. Elements of Mercantile Law, N.D.Kapoor. 3. Business and Corporate Laws, Dr. P.C. Tulsian. 4. Legal Aspects of Business, Ravinder Kumar 5. Business Laws, S. D. Geet. 6. Business Laws, S.S. Gulshan. 7. Legal Aspects of Business, Akhileshwar Pathak | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 109: PROJECT MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |

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| Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To gain knowledge about business related projects. 2. To know how to prepare project proposals. 3. To understand the legal aspects relating to project management. 4. To know the steps in project identification and selection 5. To understand the importance of team works in project planning. 6. To Analyze the resource requirements for projects. 7. To know the steps for closing the Project and Project termination. | |
| Course Outcomes: On successful completion of the course, the students will be able to, | |
| <ol style="list-style-type: none"> 1. Understand the need for project management. 2. Gain knowledge about business related projects. 3. Understand how to prepare project proposals. 4. Analyse the legal aspects relating to project management. 5. Prepare feasibility projects. 6. Analyze the project quality and value engineering. 7. In depth knowledge about project performance and evaluation. | |
| Syllabus | Hours |
| Module No.1: Introduction to Project Management | |
| Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles. | |
| Module No. 2: Project Identification and Selection | |
| Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project break-even point. | |
| Module No.3: Project Planning | |
| Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS). | |
| Module No. 4: Organisational Structure and Issues | |
| Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change management. | |
| Module No 5: Resources Considerations | |
| Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. | |
| Module No 6: Project Risk Management | |
| Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. | |
| Module 7: Project Quality and Value Engineering | |
| Introduction to Project Quality, Quality Concepts, Value Engineering. Purchasing and Contracting for Projects: Purchase Cycle, Contract Management, and Procurement Process. | |
| Module 8: Project Performance Measurement and Evaluation | |

Performance Measurement: Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.
 Project Close-out: Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, and Project Follow-up.

Books for Reference:

1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
2. Narendra Singh, Project Management and Control, HPH.
3. Kalpesh Ashar, Project Management, Vibrant Publishers,
4. Khanna R B, Project Management, PHI
5. Panneerselvam., R. and Senthilkumar, P., Project Management, PHI
6. Ramakrishna and Kamaraju, Essentials of Project Management
7. Gupta, Rajeev M, Project Management PHI.
8. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education.
9. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.

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| Name of the Program: Master of Business Administration (MBA) MBAS 110: BUSINESS ANALYTICS | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |

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| Pedagogy: Classroom Lectures, Tutorials, Group Discussions, Seminars, Practical, Case Studies | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To determine which datasets are useful and how they can be leveraged o solve problems and increase efficiency, productivity, and revenue. 2. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. 3. To become familiar with the processes needed to develop, report, and analyze business data. 4. To learn how to use and apply Excel and Excel add-ins to solve business problems. 5. Understand and critically apply the concepts and methods of business analytics. 6. Identify, model and solve decision problems in different settings. 7. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity. | |
| Course Outcomes: On successful completion of the course, the students will be able to, | |
| <ol style="list-style-type: none"> 1. Understand the need for project management. 2. Gain knowledge about business related projects. 3. Understand how to prepare project proposals. 4. Analyse the legal aspects relating to project management. 5. Prepare feasibility projects. 6. Analyze the project quality and value engineering. 7. In depth knowledge about project performance and evaluation. | |
| Syllabus | Hours |
| Module No.1: Introduction to Project Management | |
| Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles. | |
| Module No. 2:Project Identification and Selection | |
| Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project break-even point. | |
| Module No.3: Project Planning | |
| Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) | |
| Module No. 4: Organisational Structure and Issues | |
| Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change management. | |
| Module No 5: Resources Considerations | |
| Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts. | |
| Module No 6: Project Risk Management | |
| Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. | |

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| Module No 7: Project Quality and Value Engineering | |
| Introduction to Project Quality, Quality Concepts, Value Engineering. Purchasing and Contracting for Projects: Purchase Cycle, Contract Management, and Procurement Process. | |
| Module No 8: Project Performance Measurement and Evaluation | |
| Performance Measurement: Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects. Project Close-out: Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, and Project Follow-up. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi. 2. Narendra Singh, Project Management and Control, HPH. 3. Kalpesh Ashar, Project Management, Vibrant Publishers, 4. Khanna R B, Project Management, PHI 5. Panneerselvam., R. and Senthilkumar, P., Project management, PHI 6. Ramakrishna and Kamaraju, Essentials of Project Management 7. Gupta, Rajeev M, Project management PHI. 8. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education. 9. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education. | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 111: BANK MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |

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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To describe the nature of banking system in India. 2. To study the reasons behind nationalization of banks and privatizations of banks. 3. To study the evolution of Central Banking System 4. To describe banking functions and services 5. To study risk management in bank management. 6. To study the problems and the present status of Non-Performing Assets. 7. To study the liberalization in financial services and trends in electronic banking. | |
| Course Outcomes: After completion of the course the students will be able to: | |
| <ol style="list-style-type: none"> 1. Able to understand the nature of banking system in India. 2. Able to understand the need for privatizations of banks. 3. Able to perform the banking functions and services 4. Able to manage the risk management in banks. 5. Capable of handle the problems and the present status of Non-Performing Assets. 6. Able to cope up with liberalization in financial services. 7. Able to adopt to the changing trends in electronic banking | |
| Syllabus | Hours |
| Module No.1: Introduction to Banking | |
| Introduction: Nature of Banking System in India, Types of Banks, Functions of Banks. Constituents of the Indian Banking System, New generation Banks, Productivity and profitability in Banks-MIS in Banks- Customer Service, Quality circles in Banks, Relationship Banking, Social and Ethical Issues in Banks– Recent Trends. Bank Nationalization and Social Banking Concept, Financial Sector Reforms from Basel I, II & III. Establishment of Payment Banks, Small credit Banks and MUDRA Bank | |
| Module No. 2: Evolution of Banking | |
| Origin and Evolution of Central Banking System, RBI - its objectives and related functions, Other apex institutions like NABARD, NHB, SIDBI EXIM Bank Deposit Insurance Corp. Rating of Banks, New format of Prompt Corrective Action, Best Practices Code and Banking Code Standard Board of India, Corporate governance, Banking Ombudsman Scheme | |
| Module No.3: Commercial Banks | |
| Principles of Sound Banking Functions and Services of Indian Banks. Retail Banking and Wholesale Banking, Core Banking Services, Financial Intermediation – Recent trends. | |
| Module No. 4: Risk Management | |
| Mismatch between Assets and Liabilities- source of risk, credit analysis, overall risk of a bank, Types of Risk, Interest sensitive Assets, credit Risk, Interest Rate Risk, Liquidity risk and operational risk, Derivatives, treasury function, Monitoring risk, RBI Guidelines for Risk Management, Risk Management Systems | |
| Module No 5: Non-Performing Assets and Income Recognition | |
| Introduction, Provisions for NPA, effects reasons for Assets bellowing NPA, Tackling with NPA. NPA Management, Income recognition, Asset classification, Provisioning Norms, Recovery Policy and management, Non-legal methods of recovery, Lok Adalats, Recovery through legal process, DRT, SARFIESI, OTS, Holding recovery camps, Bankruptcy code. Etc. | |

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| Module 6: Liberalization in Financial Services | |
| Need of Reforms in Banking structure, Different Phases of Indian Banking, Committees on Reforms in Banking Sector, Narasimham Committee, Verma Committee Recommendations, Challenges Ahead of Indian Banking. Mergers and Acquisitions in Indian Banking system, International Banking Trends, Operation of Indian Banking abroad. | |
| Module 7: Digital Banking | |
| Electronic banking, Genesis of computerization in India, Core Banking, Banking channels, Types of ATMs, SMS Banking, Mobile Banking, Internet Banking, Cheque truncation, Debit cards, Credit cards, Smart cards, Modes of remittance, Mail transfer, Mobile payment, USSD, NUP, AEPS, IMPS, Mobile wallets like Paytm, BHIM, UPI, NEFT, RTGS, ECS, SWIFT, Payment systems like EBT, OLTAS, EASIEST, Online application for loans, Account opening hubs, Signature scanning, Digital signature, Business correspondents, Branchless Banking (Door Step Banking). Visit to a Branch to observe Digital Banking functions and day to day functions | |
| Module 8: Financing Priority Sector | |
| Targets for funding to priority sector, credit guarantee schemes, SSI loan guarantee schemes, guidelines for financing priority sectors. Kinds of borrowers in the priority sector, Lending procedure for Agriculture loans, guidelines for recovery of Agriculture advances, Rashtriya Krishi Bima Yojna, Kisan Credit Card Scheme, Small Farmers Development Agencies. Ancillary Services of the Bank. | |
| Books for Reference: | |
| <ol style="list-style-type: none"> 1. Banking and Financial Services- Mukund Sharma, Himalaya publishing, 2015. 2. Management of Banking and Financial services- Padmalatha & JustinPaul, Pearson 3. Banking Law and Practice by P. N. Varshneya, Sultan Chand and Sons. 4. Indian Institute of Banking & Finance, Risk Management in Banks, 2010, Macmillan Publishers India Ltd. 5. K Vaidyanathan, Credit Risk Management for Indian Banks, 2013, SAGE Publications India Private Limited. 6. Gopinath M.N, Banking Principles and Operations. 7. International Banking by IIBF – Macmillan Publications. 8. K.C. Shekhar and Lekshmy Shekhar K (2005): <i>Banking Theory and Practice</i>, Vikas Publishing House Pvt. Ltd., New Delhi. 9. R. Machiraju (2001), Modern Commercial Banking, Vikas Publishing House Pvt. Ltd., New Delhi. | |

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| Name of the Program: Master of Business Administration (MBA) | | |
| MBAS 112: FACILITY MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |

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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To expose to the skills required for facility Management 2. To familiarize with the legal aspects related to facility management 3. To make the best use of resources available. 4. To train the students to handle facility emergency preparedness. 5. To describe the facility security management. 6. To describe facility management practice, operations and predictive maintenance. 7. To study the recent trends in facility management | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Acquire the skills required for facility Management 2. Acquire the legal aspects related to facility management 3. Able to make the best use of resources available. 4. Able to handle facility emergency preparedness. 5. Able to provide manage facility security management. 6. Able to follow and practice the facility management practice, operations and predictive maintenance. 7. Able to handle legal compliances relates to facility management | |
| Syllabus | Hours |
| Module No.1: Introduction | |
| Nature, Types, benefits and challenges. Hard and Soft services, Budgeting , Vendor management, Legal Compliances | |
| Module No. 2: Property Management | |
| Project Management, Lease Administration, Design and Architecture, Work order Management, Construction, Space management, HVAC. | |
| Module No.3: Facility Emergency Preparedness | |
| Planning, Definitions, Threat Assessment and Safety, Risk Management, Emergency Preparation and Training, Emergency Response and Recovery | |
| Module No. 4: Facility Security Management | |
| Facility Security Goals and Responsibilities, Planning and implementation, Security Technologies, Impact of Privacy, Data Security. | |
| Module No 5: Operations and Predictive Maintenance | |
| Contracting and Types of Contracts, outsourcing benefits and risks, Service level agreement (SLA),Prevention of fraud and irregularity in the contract of awards . | |
| Module No 6: Facility Management Practice | |
| Administering the Department, Sourcing and training, Quality of service, Communications, Information Systems and Other Technology, Future of Facility Management and Gaining competitive advantage, Public-private partnerships. | |
| Module No 7: Environment Management System | |
| EPA and Environment issues and trends (HSE)- Solid and Hazardous Waste Management, Incineration ,vendor development, Water Systems management, Electrical Systems Management, Heating Systems management, Cooling Systems Ventilation (IAQ) management, LEED, best Practices(CSR). Legal Compliances. | |
| Module No 8: Soft services | |

Fleet management and Parking, Travel Management, Housekeeping, Cafeteria Services, Horticulture and Landscaping, Concierge, Relocation services.

Books for Reference:

1. Total Facilities Management, Brian Atkin Ph.D., MPhil, BSc, FRICS, FCIIOB Adrian Brooks BSc (Hons), MBA, MRICS Willey-Black well publishers
2. The Facility Management Handbook, David G. Cotts, Kathy O. Roper, Richard P. Payant, American Management Association, New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco Shanghai • Tokyo • Toronto • Washington, D.C.
3. Safety Management: A Guide for Facility Managers Second Edition, Joseph F. Gustin CRC Press Taylor & Francis Group
4. Facility Design And Management Handbook, Timothy Springe President Hero, Inc.
5. McGraw-Hill Managing facilities, Christine Jones and Valerie Jowett Butterworth-Heinemann
6. Websites: www.wikipedia.org

II SEMESTER

| Name of the Program: Master of Business Administration (MBA) MBAH 201: HUMAN RESOURCE MANAGEMENT | | |
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| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |

| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | |
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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: <ol style="list-style-type: none"> 1. To understand the theory and the concepts of HRM. 2. To get a summary of the various HRM roles and activities. 3. To understand HR acquisition and retention strategies. 4. To know the emerging trends in HRM. 5. To Analyze performance management and compensation management. 6. To get an insight into the legislative basic requirements. 7. To understand the occupational safety and labour welfare activities. | |
| Course Outcomes: <ol style="list-style-type: none"> 1. Knowing HRM functions, concepts, role analysis that promotes the creation of a job description and job specification for different employee levels for students. 2. Synthesize information on recruitment process efficiency, sources & formal selection method comprehension. 3. Identify different types of preparation, and develop a training program. 4. Understand the concept of an organization's performance assessment process. 5. Have knowledge of the concepts and tools of HRM as relevant to industrial organization. 6. Have an understanding of the role of HRM in the overall strategy setting. 7. Able to know the importance of training and development, and performance appraisal. | |
| Syllabus | Hours |
| Module No.1: Human Resource Management | |
| Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Functions of HRM, Challenges of HRM. Introduction to Strategic HRM: Definition of SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model". | |
| Module No. 2: HR Acquisition & Retention | |
| Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description V/s job specification, Job design, Factors affecting Job design, Job enrichment V/s job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention. | |
| Module No.3: Managing Employee Performance | |
| Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal V/s Performance Management, Potential Management. | |
| Module No. 4: Training and Development | |
| Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. | |
| Module No 5: Compensation Management | |

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| Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry. | |
| Module No 6: Labour relations and Employee security | |
| Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function. | |
| Module No 7: Emerging Trends in HRM | |
| HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process.HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. Overview of global human resource management. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Total Facilities Management, Brian Atkin Ph.D., M.Phil, BSc, FRICS, FCIQB Adrian Brooks B.Sc (Hons), MBA, MRICS Willey-Black well publishers 2. The Facility Management Handbook, David G. Cotts, Kathy O. Roper, Richard P. Payant, American Management Association, New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco Shanghai • Tokyo •, Toronto •, Washington, D.C. 3. Safety Management: A Guide for Facility Managers Second Edition, Joseph F. Gustin CRC Press Taylor & Francis Group 4. Facility Design And Management Hand book , Timothy Springer President Hero, Inc. 5. McGraw-Hill Managing facilities, Christine Jones and Valerie Jowett Butterworth-Heinemann 6. Websites: www.wikipedia.org | |

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| Name of the Program: Master of Business Administration (MBA) | | |
| MBAH 202: MARKETING MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |

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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To make students understand the core marketing concepts. 2. To analyse the marketing system environment. 3. To analyse the dynamics of purchasing behaviour of consumers 4. To describe global marketing and its dynamics. 5. To understand marketing goals and company sector positioning bases. 6. To identify a conceptual framework covering the basic elements of the marketing mix. 7. To know the importance of digital marketing. | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Build a capacity to assess the impact of the marketing feature on the environment. 2. Able to formulate marketing strategies. 3. Understand psychological and sociological factors that influence purchasing. 4. Develop marketing strategies based on goals of product, price, position and promotion. 5. Able to segment the market. 6. Analyse the product life cycle so as to overcome the competition. 7. Analyse the recent trends in marketing. | |
| Syllabus | Hours |
| Module No.1: Introduction to Marketing | |
| <p>Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, 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.</p> | |
| Module No. 2: Segmentation, Target Marketing & Positioning | |
| <p>Segmentation Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioral bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition& Unique Selling Proposition.</p> | |
| Module No.3: Consumer Behavior | |
| <p>Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior.</p> | |

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| Module No. 4: Marketing Mix | |
| Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. | |
| Module No 5: Product | |
| Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity. | |
| Module No 6: Pricing | |
| Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes. | |
| Module No 7: Place | |
| Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics. | |
| Module No 8: Promotion | |
| Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. | |
| Module No 9: Digital Marketing Planning and Structure | |
| Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, and Strategic Flow for Marketing Activities. WWW, Domains, buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, call to Action (Real | |

Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Word Press Website. Facebook Marketing Fundamentals, Google Ad Words, YouTube Marketing, Email Marketing - Content Writing.

Books for Reference:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Publication.
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
4. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,
5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie
6. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah
7. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
8. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
9. Marketing Management, Ramaswamy & Namakumari, Macmillan.

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| Name of the Program: Master of Business Administration (MBA) MBAH 203: INDIAN BUSINESS ENVIRONMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |

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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. To provide awareness about the business's Macro Economic Climate. 2. To have an appreciation of the macroeconomic fundamentals. 3. To study our country's different economic policies. 4. To study and Analyse the technological environment. 5. To study the levels of socio-cultural factors that influence buying behaviour. 6. To study the Human Resources development and Economic Development. 7. To study the current business environment in India. | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Students will get an understanding of the Business macro climate and various macroeconomic principles. 2. The student should understand past and present industrial policies and development over time, and how the structure of Indian Industry evolved over time. 3. The student will be exposed to different nation and state economic policies. 4. The students will be able manage their roles in the changing business scenario. 5. Able to Analyse the environmental factors that influence business. 6. Able to understand the impact of Technical environment on business. 7. Able to assess the influence of nature on business. | |
| Syllabus | Hours |
| Module No.1: Introduction | |
| Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business Firm-Environmental Scanning: importance, process of scanning. | |
| Module No. 2: Economic and Technological Environment | |
| Concept-definition of Economic Environment-Economic Systems- Relative merits and demerits of each Systems-Economic Policies-Monetary-Fiscal-Industrial Policy (1991)-Exim (Latest policy) - Economic Planning: Objectives, Merit, Limitations-Technological Environment: Features, Its impact on Business, Restraints on Technological Growth. Technological status of India. | |
| Module No.3: Political and Social Environment | |
| Concept and Meaning of Political Environment-Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business-Social Environment: Meaning-Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions | |
| Module No. 4: Perspective of Indian Economy | |
| Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. | |

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| Module No 5: Human Resources and Economic Development: | |
| The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. Human Development in India - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. | |
| Module No 6: | |
| Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, NITI Analog, Public Versus Private Sector Debate, Unorganized Sector and India's Informal Economy. | |
| Module No 7: | |
| Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. | |
| Module No 8: The Foreign Trade of India | |
| Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. | |
| Books for Reference: | |
| <ol style="list-style-type: none"> 1. Indian Economy, Dutta R and Sundharam K.P.M, S. Chand, Delhi 2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi 3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi 4. Business Environment, Bedi S K, Excel Books 5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi. 6. Francis Cherunillam, Business Environment, Himalaya Publishers. 7. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers. 8. P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers 9. Economic Environment of Business, Adhikary, Sultan Chand and Sons 10. Business, Government and Society, George A and Steiner G A, Macmillan | |

11. Economic Environment of Business, Ghosh, Vikas.
12. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
13. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

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| Name of the Program: Master of Business Administration (MBA) MBAH 204: BUSINESS RESEARCH METHODS | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |

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| Objectives: | |
| <ol style="list-style-type: none"> 1. To understand the basic research elements. 2. To gain an insight into the research methods implementations. 3. To equip students with various analytical tools used in research. 4. To provide an idea about sources of information. 5. To understand and prepare questionnaire. 6. To maintain Quality Criteria in Qualitative Research. 7. To know how write research reports. | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Identifying research problems and collecting relevant data analysis literature. 2. Write research design using methods of Exploratory and Descriptive Research. 3. To prepare a questionnaire on brand awareness, efficiency of public sector organizational training, attitude of investors towards mutual funds in any financial institution. 4. To conduct market surveys and investigate the perception of consumers towards any FMCG or business. 5. Able writing reports and methods of presentation. 6. Able to maintain Quality Criteria in Qualitative Research. 7. Able to write research reports. | |
| Syllabus | Hours |
| Module No.1: Business Research Overview | |
| Meaning, types, process of research; Research application in business decision making; Formulating research proposition/hypothesis; Developing a research proposal, research design formulation; sampling design and collection of data for research; data analysis and interpretation; Features of a good research study; Human side of business research covering organisational and ethical issues. | |
| Module No. 2: Data | |
| Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, sociometry, check list; pre-testing of tools, pilot study; Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation; Types of Measurement Scales. | |
| Module No.3: Sampling | |
| Sampling concepts, Sample v/s Census, Sampling and Non-sampling error, Types of probability and non-probability sampling; Determination of sample size. | |
| Module No. 4: Probability & Theoretical Distribution | |
| Introduction to probability and theoretical distribution; Binomial, Poisson and Normal distributions and their relevance; Normal distribution and Standard Normal variate and its applications; Use of statistical tables | |
| Module No 5: Testing of Hypothesis | |
| Steps in testing of hypothesis, statistical inference, Testing means – single population, large population; Testing for difference between two population means – large sample, small sample and paired sample, population of proportion. | |
| Module No 6: Hypothesis testing for categorical data – Chi Square Test | |
| Introduction, defining Chi-square test statistics, Chi-Square goodness-of-fit Test, Chi-Square test of Independence – Two-way contingency analysis; Application of Chi-Square test. | |
| Module No 7: Analysis of Variance (ANOVA) | |
| Introduction, One-way & Two-way ANOVA. | |

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| Module No 8: Qualitative Research | |
| Nature, relevance, need, characteristics, and limitations of qualitative research; Interrelationship of qualitative and quantitative research, linking qualitative and quantitative research in one design; Combining qualitative and quantitative data; Combining qualitative and quantitative methods; Linking qualitative and quantitative results; Triangulation | |
| Module No 9: Qualitative Research Methods | |
| Case analysis, Focused Interview, Semi-Standardized Interview, Problem-Centred Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography; Grounded Theory Methodology. | |
| Module No 10: Report Writing | |
| Significance, and types of research reports; Report generation, steps in report writing, and reference citation including APA format; Title page, Abstract ,Introduction, Methodology, Results, Discussion, References, and Appendices. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Discovering Statistics Using SPSS, by Andy Field A, SAGE, 2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk, 3. Goon Gupta and Das Gupta, Fundamentals of Statistics, Vol. 1, The World Press Pvt. Ltd., Kolkata. 4. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE. 5. Research Methods in the Social Sciences, Bridget Somekh& Cathy Lewin, 5th Edition, SAGE India. 6. Research Methodology – C.R. Kothari, Vishwa Prakashan. 7. Research Methods – M M Munshi & K Gayathri Reddy, Himalaya Publishing House, 2015. 8. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007. 9. Business Research Methods – Donald R Cooper, Pamela S Schindler & J K Sharma. 10. Business Research Methods – Naval Bajpai – 2nd Edition, Pearson Education. 11. Research Methodology – Deepak Chawla & Neena Sondhi – 2nd Edition, Vikas Publications. 12. Business Research Methods – A South-Asian Perspective – William G Zikmund, Barry J Babin, Jon C Carr, Atanu Adhikari& Mitch Griffin – Cengage | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 205: OPERATIONS MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |

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| Objectives: | |
| <ol style="list-style-type: none"> 1. To familiarize the students with the production process and related issues in industrial Units. 2. to know the aspects like quality, Inventory, Maintenance, materials management; and Methods analysis 3. To familiarize the students with the Work Study and Work Measurement. 4. To study the modern methods of operations management 5. To study the Resources Planning 6. To study the Scheduling of Operations management 7. To study JIT, lean, 5s, TPM, BPR, six sigma, world class fabrication principles. | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Define different types of productivity, and productivity measures. 2. Apply principles of value analysis and value engineering to specific operations management situations. 3. Apply different types of charts and diagrams to conduct study of the work and the method. 4. Explaining the need for aggregate planning, and the aggregate planning steps. 5. Able to prepare Resources Planning and Scheduling of Operations. 6. Illustrate how organizational capacity planning and its relationship to MRP is performed. 7. Elaborate on the JIT, lean, 5s, TPM, BPR, Six Sigma, and World Class Fabrication Principles. | |
| Syllabus | Hours |
| Module No.1: Introduction | |
| Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service. | |
| Module No. 2: Value Analysis and Value Engineering | |
| Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model. | |
| Module No.3: Work Study | |
| Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams, Principles of Motion Economy. | |
| Module No. 4: Work Measurement | |
| Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements–Types of Elements–Performance Rating–Allowances–Need for Allowances–Types of Allowances. | |
| Module No 5: Planning & Control of Operations | |
| Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation. | |
| Module No 6: Demand Forecasting | |
| Forecasting as a planning tool, why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system. | |
| Module No 7: Aggregate Production Planning | |
| Planning Hierarchies in operations, Aggregate Production planning, need for Aggregate | |

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| Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling. | |
| Module No 8: Resources Planning | |
| Dependent Demand Attributes, planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services. | |
| Module No 9: Scheduling of Operations | |
| Need for Scheduling, Scheduling – Alternative terms, loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems. | |
| Module No 10: Advanced Methods of Productivity and service level enhancements: | |
| Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Productivity Measurement for Business Excellence, PremVrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. 2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal, 3. Introduction to Work Study, Editor – George Kanawaty, Universal Publishing 4. Production and Operations Management, S.N. Chary, TMGH 5. Operations Management: Theory and Practice, B Mahadevan, Pearson. 6. Operations Management, Terry Hill, Palgrave 7. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson 8. Operations Now, Byron Fitch, TMGH. 9. Gopalakrishnan and Sundareshan- Material Management - An integrated approach. – PHI 10. Adam and Erbert - Production and Operations Management- PHI 11. Krajewski and Ritzman - Operations Management, Strategy and Analysis-Addison Wesley 12. P.B Mahapatra - Computer aided production Management-PHI 13. Render and Heizer - Production and Operations Management-PHI 14. Buffa -Modern Production Management- John Willey & Sons | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 206: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |

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| Objectives: | |
| <ol style="list-style-type: none"> 1. To understand business ethics and its relevance in the business field. 2. To understand the concepts of ethics and social responsibility. 3. To provide exposure on the Indian Heritage & CSR. 4. To inculcate ethical principles. 5. To build ethical behaviour. 6. To understand Indian ethos and morals. 7. To gain knowledge over positive work culture and moral values | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Appreciate the concepts of business ethics. 2. Understand the basic concepts of Indian Ethos. 3. Able to understand and apply work ethos and values. 4. Get familiar with the basic sources of Indian ethos and values. 5. Understand the Indian Systems of learning. 6. Able to practice ethical principles. 7. Able to implement Indian ethos and morals | |
| Syllabus | Hours |
| Module No.1: Foundations of Ethics | |
| Definition of Ethics, Branches of Ethics, Distinction between Morality and Ethics, Moral and Meta-Moral (Non-Moral) Standards Moral development and Moral reasoning, Moral responsibility, Critical Principles of Ethics - Ego-based Principle, Rule-based Principle ,End-based Principle, Care-based Principle | |
| Module No. 2: Business ethics an overview | |
| Meaning of business ethics, Relation between ethics and business, Nature and scope of business ethics, Need, purpose and importance of business ethics, Approaches of business ethics, Sources of ethical knowledge for business ethics, , arguments for and against business-ethics, Historical evolution of business ethics ,Development of business ethics in different countries, myths about business ethics, Ethical/normative theories in relation to business-Utilitarianism theory; the theory of rights and duties; the theory of justice and the ethics of care ,Advantages and disadvantages of these theories. | |
| Module No.3: Ethics in functional areas of business | |
| Ethical decision making in business, Ethical Issues in Marketing and Advertisement, Ethical Issues in Finance and Accounting Ethical Issues in Human Resource Management (HRM), Ethical Issues in Production and Operations Management (POM),Ethical Issues in Information Technology (IT), Copyrights and Patents, Environmental Ethics, Government regulations: Role of government, corporate democracy. Government and corporate codes, Case Studies | |
| Module No. 4: Ethical Dilemmas, Sources and Resolutions | |
| What is an ethical dilemma? How ethical dilemmas in business affect the stakeholders? Corporate dilemma over ethical behaviour, Sources of ethical problems, Code of personal ethics for employees, creating an ethical working environment, how does a company establish ethical standards? Walton’s six models of business conduct, Resolving an ethical problem and ethical dilemmas, case studies. | |
| Module No 5: Indian ethos – an overview | |
| Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. | |

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| Module No 6: Work ethos and values | |
| Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Life Goals or Purusharthas, Professionalism and Karma Yoga, Values Vs Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Values are universal, why should we call them Indian Values | |
| Module No 7: Sources of Indian ethos in management | |
| Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management | |
| Module No 8: Indian heritage and CSR | |
| Introduction, types and nature of social responsibilities, CSR principles and strategies, models of corporate social responsibility, best practices of CSR, arguments against CSR, arguments in favour of CSR, CSR programmes of some Indian companies, Corporate methods and means of checking corruption, whistle blowing, fivefold debts (pancharina) v/s corporate social responsibility. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Devdutt Pattanaik (2015), Business Sutra: A Very Indian Approach to Management 2. R Nandagopal, Ajith Sankar R N: Indian Ethics and Values in Management, Tata Mc Graw Hill, 2011. 3. Bhatta, S.K. (2006), Business Ethics & Managerial Values, Deep and Deep Publications, New Delhi. 4. Jackall, R. - Moral Mazes: The World of Corporate Managers., New York, Oxford University Press. 5. Business Ethics Concepts and cases by Manuel G Velasquez, Fifth edition, PHI 6. Business Ethics - Ethical decision making and cases by Ferrell & Frederic, Houghton Mifflin Company, Boston, 1991. 7. Business Ethics - by Richard T De George, Third edition. Me Millan Publishing Co. 8. Business Ethics - A managerial, stakeholder approach by Joseph W Weiss. Wadsworth Publishing Co., California 1994. 9. Ethics in Business - A Philosophical approach. By Thomas Donaldson and Patricia H Werhane, Fourth edition, 10. Rogene A Buchholz, Fundamental concepts & problem in business ethics, PHIC. 11. Philip Kotler, Nancy Lee, Corporate Social Responsibility. John Wiley & Sons Inc. 2005 12. Dave, Nalini V (2003): Vedanta and Management. Deep and Deep Publications, New Delhi. 13. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Famborough: Gower. 14. B.N. Ghosh, Business Ethics and Corporate Governance, TMH, 2012 15. A. C. Fernando, Business Ethics: an Indian Perspective, 2nd edition, Pearson | |

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| Name of the Program: Master of Business Administration (MBA) | | |
| MBAS 207: SUPPLY CHAIN MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy Lectures, assignments, Industrial visits and practical exercises, discussions, seminars, etc. | | |

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| Examination: 30 marks continuous evaluation and 70 marks final examination. | |
| Objectives: | |
| <ol style="list-style-type: none"> 1. Know the concepts of Supply chain – its benefits, trends and features. 2. Outline the difference between CRM and SCM and to understand the role of managers in management of supply chain 3. Acquire knowledge on logistics management. 4. Evaluate the dynamics of global business environment from a competitive and economic perspective. 5. To study the Co-ordination in the supply chain 6. To study the role of Information technology in a supply chain 7. To study the significance of Global Supply Chain Management | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Prepare the students to meet challenges of supply chain management. 2. Prepare the students to select appropriate CRM channel best suited for different firms. 3. Prepare the students to meet challenges of logistic. 4. Able to provide solutions to the SCM problems. 5. Understand the significance of Co-ordination in the supply chain. 6. Able to understand and effectively use Information technology in a supply chain. 7. Able to manage Global Supply Chain Management. | |
| Syllabus | Hours |
| Module No.1: Introduction to SCM | |
| Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information). Supply chain strategy. Key issues in SCM, benefits. | |
| Module No. 2: Conceptual Clarity | |
| CRM Vs SCM, Outsourcing –basic concepts, value addition in SCM – concept of demand chain-management. | |
| Module No.3: Logistics Management | |
| Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics. | |
| Module No. 4: Recent Trends in Supply Chain Management-Introduction | |
| New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management | |
| Module No 5: Supply Chain Benchmarking- Introduction | |
| Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure. | |
| Module No 6: Co-ordination in the supply chain | |
| Bull-whip effect, the impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationship. | |
| Module No 7: IT in Supply Chain Management | |
| Information technology in a supply chain, Role of computer, Drivers of new supply chain systems and applications, Information for strategic supply chain management, supply chain information technologies, Computer based information systems, logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management. | |

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| Module No 8: Global Supply Chain Management: Global Strategy | |
| Concept of global logistics and Global supply chains, Global supply chain management vs domestic supply chain management, trends towards global supply chain management, global supply chain strategy, global sourcing, global purchasing, and supply relations. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Donald J. Bowersox& David. J Closs,-Logistical Management-Tata McGraw Hill 2. John T. Mentzer- Supply Chain Management-Response Books, Sage Publications 3. B.S. Sahay- Supply Chain Management-Macmillan. 4. Emiko Bonafield – Harnessing value in supply chain- John Wiley and sons. 5. Bidur Dhaul, Enver Yucesan – Supply Chain Management - Vikas Publishing House, New Delhi. 6. K. Shridhara Bhat – Supply Chain Management, HPH | |

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| Name of the Program: Master of Business Administration (MBA) MBAS 208: NON - PROFIT MANAGEMENT | | |
| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |

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| Objectives: | |
| <ol style="list-style-type: none"> 1. Understood the history, theory and significance of voluntarism in global context. 2. Learn the standards and codes of conduct that are appropriate to professionals and volunteers in non-profit sector. 3. Inculcate, there by adhering to all the legal, financial and ethical frameworks under which non-profit organization operate, and regulated. 4. Apply financial accounting and management principles and concepts for revenue generation in non-profit organizational context. 5. To provide an idea about the domestic and international donors. 6. To provide an idea about different NGOs. 7. To study the significance of marketing for Non-profits. | |
| Course Outcomes: | |
| <ol style="list-style-type: none"> 1. Able to identifying potentials of non-profit organizations in the development of an economy. 2. Able to establish and manage a non-profit organization. 3. Able to identify the scope of non-profit organizations. 4. Acquire the skill required to manage a non-profit organization. 5. Able to understand and adopts the changing trends in non-profit sector. 6. Able to identify the donors. 7. Able to coordinate with other NGOs operating in the sector. | |
| Syllabus | Hours |
| Module No.1: Introduction | |
| The World of Non-Profit Enterprises – third sector, non-profits sector, social enterprises; Economic, Sociological and Structural theories of non-profits; Contemporary role of non-profits; Non-profits vis-à-vis State and Business | |
| Module No. 2: Accounting & Finance | |
| Accounting & Finance – Financial reporting in non-profits; Distinct needs of non-profit accounting; Sources of funds and their implications; Basic tenets of fund management in non-profits. | |
| Module No.3: Human Resource Management | |
| Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation | |
| Module No. 4: Governance and Professionalism | |
| Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality | |
| Module No 5: Marketing for Non-profits | |
| Marketing for Non-profits, scope for marketing, marketing mix, market segmentation, advertisement and publicity for non-profit organisations | |
| Module No 6: Legal Requirements | |
| Basic legal requirements affecting nonprofits. Theories, methods, and practices for nonprofit organizations. Skills to participate strategically in nonprofit governance. Effectiveness of governance models, volunteer programs, organizational capacity, and inter-organizational relationships. | |
| Module No 7: Recent Trends | |
| Trends in non-profits in India, government’s policy on non-profits, international supports for non-profit organisations. | |

Books for Reference:

1. NGO Management, Michael Edwards & Allan Fowler (Eds), Earth scan.
2. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore.
3. Helmut Anheier, The Non-profit Sector, Rout ledge
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck

| Name of the Program: Master of Business Administration (MBA) MBAS 209: DISASTER MANAGEMENT | | |
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| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To understand the foundations, reasons for occurrence of disaster. 2. To Analyze the factors associated natural calamities. 3. To know the significance of technological innovations in Disaster Risk Reduction (DRR) 4. To develop Community based Disaster Preparedness Plan. 5. Reduces community vulnerability through hazard analysis and mitigation. 6. To know the role and responsibilities of government and other agencies. 7. To know the National Policy on Disaster Management in India. | | |
| Course Outcomes: | | |
| <ol style="list-style-type: none"> 1. Students will have clear understanding of Disaster Profile. 2. Gain knowledge over reasons for disasters. 3. Know Roles and Responsibilities of Different Agencies and Government. 4. Build and implement a community hazard mitigation plan. 5. Develop an emergency management system. 6. Application and use of ICST for different disasters. 7. Develop a disaster management policy. | | |
| Syllabus | | Hours |
| Module No.1: Understanding Disasters | | |
| Meaning, nature, characteristics and types of Disasters, Causes and effects, Disaster: A Global View, Disaster Profile of India, The Disaster Management Cycle | | |
| Module No. 2: Geological and Mountain Area Disasters | | |
| Earthquakes · Volcanic Eruption · Landslides Snow Avalanches, Wind and Water Related Natural Disaster · Floods and Flash Floods, Droughts · Cyclones · Tsunamis, Man Made Disasters · Understanding Man-Made Disasters · Fires and Forest Fires · Nuclear, Biological and Chemical disaster · Road Accidents. | | |
| Module No.3: Disaster Preparedness | | |
| Disaster Management: Prevention, Preparedness and Mitigation · Disaster Preparedness: Concept & Nature · Disaster Preparedness Plan · Disaster Preparedness for People and Infrastructure · Community based Disaster Preparedness Plan. | | |
| Module No. 4: Role & Responsibilities of Government and agencies | | |
| Role of Information, Education, Communication & Training · Role and Responsibilities of Central, State, District and local administration. Role and Responsibilities of Armed Forces, Police, Para Military Forces. Role and Responsibilities of International Agencies, NGO's, Community Based Org. (CBO's). | | |
| Module No 5: Technologies for Disaster Management | | |
| Role of IT in Disaster Preparedness · Remote Sensing, GIS and GPS · Use and Application of Emerging Technologies · Application of Modern Technologies for the Emergency communication. · Application and use of ICST for different disasters. | | |

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| Module No 6: Disaster Mitigation | |
| Disaster Mitigation: meaning and concept · Disaster Mitigation Strategies · Emerging Trends in Disaster Mitigation · Mitigation management · Role of Team and Coordination. | |
| Module No 7: Disaster Management in India | |
| Disaster Profile of India – Mega Disasters of India and Lessons Learnt Disaster Management Act 2005 – Institutional and Financial Mechanism National Policy on Disaster Management, National Guidelines and Plans on Disaster Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. National Disaster management Authority. | |
| Books for Reference: <ol style="list-style-type: none"> 1. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K. 2. Carter, W. Nick, 1991: Disaster Management, Asian Development Bank, Manila. 3. Central Water Commission, 1987, Flood Atlas of India, CWC, New Delhi. 4. Central Water Commission, 1989, Manual of Flood Forecasting, New Delhi. 5. Government of India, 1997, Vulnerability Atlas of India, New Delhi. 6. Sahni, Pardeep et.al. (eds.) 2002, Disaster Mitigation Experiences and Reflections, Prentice Hall of India, New Delhi. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K. 7. Roy, P.S. (2000): Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun. 8. Sharma, R.K. & Sharma, G. (2005) (ed) Natural Disaster, APH Publishing Corporation, New Delhi. 9. www.GIS. Development.net 10. www.iirs.nrsa.org 11. http://quake.usgs.gov 12. K.N.Shastri, Disaster Management in India, Gaurav Book Centre Pvt Ltd, 13. Jagbir Singh, Disaster Management, I K International Pvt. Ltd-New Delhi. | |

| Name of the Program: Master of Business Administration (MBA) MBAS 210: MARKETING ANALYTICS | | |
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| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To give a broad overview of marketing analytics to people who don't have any related background. 2. To describe all the critical topics in a consumer-focused analytic approach. 3. To describe the students who have learned plenty of theories and want to learn how to apply methodologies. 4. To learn how analytics work in real life. 5. To describe an overview of the most actionable techniques that virtually any organization can apply to gain immediate benefits. 6. To study scientific and innovative solutions to common marketing problems in the current business environment. 7. To study the recent trends in marketing analytics. | | |
| Course Outcomes: | | |
| <ol style="list-style-type: none"> 1. After understanding marketing analytics the student can become a marketing analyst. 2. Marketing analytics would save a lot of independent research 3. Students will be sound smarter in the boardroom after understanding marketing analytics. 4. Understanding of marketing analytics adds a completely new dimension to marketing science. 5. It helps to Optimize Your Marketing Spending Using Customer Data. 6. It helps to present meaningful, clear data to support decision making and convince stakeholder. 7. Understanding of marketing analytics helps a company make informed business decisions. | | |
| Syllabus | | Hours |
| Module No.1: Introduction to marketing analytics | | |
| Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables, Using Excel Charts to Summarize Marketing Data, Using Excel Functions to Summarize Marketing Data. | | |
| Module No. 2: Pricing | | |
| Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing. Price Skimming and Sales, Revenue Management. | | |
| Module No.3: Forecasting | | |
| Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Forecasting in the Presence of Special Events, Modelling Trend and Seasonality, Ratio to Moving Average Forecasting Method, Winter's Method, Using Neural Networks to Forecast Sales. | | |
| Module No. 4: Customer Value | | |
| Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Customer Value, Monte Carlo Simulation, and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention | | |
| Module No 5: Market Segmentation | | |
| Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation | | |

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| Module No 6: Forecasting New Product Sales | |
| Using S Curves to Forecast Sales of a New Product, The Bass Diffusion Model, Using the Copernican Principle to Predict Duration of Future Sales. | |
| Module No 7: Retailing | |
| Market Basket Analysis and Lift, RFM Analysis and Optimizing Direct Mail Campaigns, Using the SCAN*PRO Model and Its Variants, Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points | |
| Module No 8: Advertising | |
| Measuring the Effectiveness of Advertising, Media Selection Models, Pay per Click (PPC), Online Advertising | |
| Module No 9: | |
| Marketing Research Tools- Principal Components Analysis (PCA) Multidimensional Scaling (MDS), Classification Algorithms: Naive Bayes, Classifier and Discriminant Analysis, Analysis of Variance: One-way ANOVA, Analysis of Variance: Two-way ANOVA. | |
| Module No 10: | |
| Internet and Social Marketing- Networks, The Mathematics Behind <i>The Tipping Point</i> , Viral Marketing, Text Mining | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Mike Grigsby, Marketing Analytics: A Practical Guide to Real Marketing Science, 2nd Ed, Kogan Page Limited, Amazon Asia-Pacific Holdings Private Limited 2. Omer Artun and Dominique Levin, Predictive Marketing - Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Wiley. (2015), Amazon Asia-Pacific Holdings Private Limited. 3. Wayne L Winston, Marketing Analytics- Data-Driven Techniques with Microsoft Excel, Wiley. (2014), Amazon Asia-Pacific Holdings Private Limited. 4. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, 1st Ed, Kindle Books. 2013. 5. Chuck Hemann, and Ken Burbary, Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World (Que Biz-Tech) Kindle Edition, Que Publishing, Sold by Amazon Asia-Pacific Holdings Private Limited. 6. Rajkumar Venkatesan, Paul W. Farris and Ronald T. Wilcox (2014), Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Pearson FT Press. 7. Sandhya Kuruganti and Hindol Basu, Business Analytics: Applications To Consumer Marketing (2015), McGraw Hill, | |

| Name of the Program: Master of Business Administration (MBA) MBAS 211: Insurance Management | | |
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| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To study the basics of insurance and Indian insurance market. 2. To describe the role of IRDA in controlling insurance market. 3. To describe the products of life and general insurance. 4. To describe the need for health insurance. 5. To study the significance of rural insurance and social insurance 6. To study the unemployment insurance and miscellaneous products 7. To understand how to manage life insurance risk 8. To describe the globalisation of insurance market | | |
| Course Outcomes: | | |
| <ol style="list-style-type: none"> 1. Able to analyze the role of IRDA in controlling insurance market. 2. Able to analyze and design the of life and general insurance products. 3. Capable to describe and of sell insurance products. 4. Capable of handling rural insurance and social insurance 5. Able to manage the unemployment insurance and miscellaneous products. 6. Capable to manage life insurance risk. 7. Understand impact of globalization on insurance market. | | |
| Syllabus | | Hours |
| Module No.1: Insurance | | |
| Meaning, nature and significance, essential requirements and principles of Insurance, Contract elements of General Insurance and Life Insurance, re-insurance, nationalization of insurance business in India, Role of Insurance in national economy. Definition of Risk and Uncertainty, Classification of risks, sources of risk-external and internal, risk management. IRDA Act, Rationale of opening of the insurance sector to the private sector. Marketing of insurance products, distribution channels, concept of postal life insurance, | | |
| Module No. 2: Types of Insurance Business in India | | |
| LIC of India , Role, functions and policies, modern life insurance in India, private sector companies in life insurance sector, recent trends in life insurance. General Insurance: Meaning and origin, growth of General Insurance, nature of general insurance, different types of general insurance, law relating to general insurance organization and management of general insurance in India. Deposit and Credit Insurance: Nature, terms and conditions, claim, recovery etc. public liability insurance, emergency risk insurance. | | |
| Module No.3: Life Products | | |
| Elements of Life Insurance - Features of Term Insurance - Features of Endowment assurance - Role of Term and Endowment in Product Designing - Types of Life Insurance Policies - Annuity & Pension Policies - Whole Life Policies - Money Back Policies - Other Types. | | |
| Module No. 4: Health Insurance | | |
| Individual Medical Expense Insurance - Long Term Care coverage - Disability Income Insurance - Mediclaim Policy - Group Mediclaim Policy - Personal Accident Policy - Child Welfare Policy. Health Insurance Products and Disability Income Insurance Critical Issues - | | |

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| Functional aspects - Indian Scenario-Future Prospects. | |
| Module No 5: Rural Insurance and Social Insurance | |
| Various Rural Insurance Policies- Project Insurance-Social Insurance-Old Age, Survivors and Disability Insurance-Types of Benefits | |
| Module No 6: Unemployment Insurance and Miscellaneous Products | |
| Workers Compensation- Motor Vehicles Insurance: Need - Types - Factors to Be Considered for Premium Fixing. Burglary - Jeweler's Block Insurance - Baggage Insurance - Micro Insurance -Banker's Indemnity Insurance - Aviation Insurance - Fidelity Guarantee Insurance - Public Liability Insurance | |
| Module No 7: Underwriting and Pricing | |
| Objectives and Principles Behind Underwriting - Underwriting Life and Non-Life Insurance Business - Pricing and Rating Procedure - Basic Pricing Methods-Re- Insurance - Role of Re-Insurance - Nature of Re-Insurance Risk-Bancassurance - Concepts - combination of banking and insurance business, difference between banking insurance and life insurance companies, claims management- settlement, - Insurance Accounting - Financial Analysis and Valuations- Solvency and Performance Measures. | |
| Module No 8: Life Insurance Risk Management | |
| Meaning of risk management, features, objectives, risk management process, use of technology in risk management, risk management and decision making, enterprise risk management, risk management information system (RMIS), life Insurance underwriting, Life Insurance Financial Management and Retirement Planning | |
| Module No 9: Globalisation of insurance market | |
| Need for Globalisation, Globalisation and liberalisation, global picture of insurance Globalisation and its impact on India, benefits and challenges of market access liberalization, Information Technology and Life Insurance companies and recent developments in Life Insurance companies in India. | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. Rejda George E, (2008), Principles of Risk Management and Insurance, 9th edition, Pearson Education, New Delhi 2. Gupta P. K., (2005) Insurance and Risk Management, Himalaya Publishing House, New Delhi 3. Periswamy P., (2005), Principles and Practices of Insurance, Himalaya Publishing House, New Delhi 4. Harrington and Meshaces, (2006), Risk Management and Insurance, 2nd edition, Tata Mc Graw Hill Publishing Company Limited, New Delhi 5. Ganguly Anand, (2004), Insurance Management, New Age International (P) Ltd., New Delhi 6. Palande P. S., Shah <i>et al.</i>, (2003), Insurance in India: Changing Policies and Emerging opportunities, Sage Publications, New Delhi 7. ICFAI, Bancassurance: An Introduction – ICFAI University Press 8. Indian Institute of Banking and Finance, Insurance Products and Services, IIBF and Taxman 9. Indian Institute of Banking & Finance, Treasury & Risk Management in Banks, 2012, Taxman Publications (P) Ltd. 10. M.N. Mishra: Insurance Principles and Practice: sultan Chand and company, New Delhi. 11. C. Arthur Williams.Jr, Michal L. smith Peter C Young: Risk Management and Insurance. | |

| Name of the Program: Master of Business Administration (MBA) MBAS 212: FINANCIAL SERVICES | | |
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| Course Credits | No. of Hours per Week | Total No. of Teaching Hours |
| 4 Credits | 4 hours | 56 hours |
| Pedagogy: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars, etc. | | |
| Examination: 30 marks continuous evaluation and 70 marks final examination. | | |
| Objectives: | | |
| <ol style="list-style-type: none"> 1. To offer specialized knowledge in existing and emerging areas of merchant banking and financial services. 2. To train the students to handle financial markets. 3. To study the underwriting of issues. 4. To describe about credit rating of financial instruments. 5. To describe the treasury management services. 6. To describe the evaluation of hire purchase and leasing. 7. To study the central and commercial banking operations | | |
| Course Outcomes: | | |
| <ol style="list-style-type: none"> 1. Understand the capital market operations. 2. Able to handle and work with underwriting organizations. 3. Able to evaluate the credit rating of financial instruments. 4. Able to work with treasury management activities. 5. Able to the evaluation of hire purchase and leasing. 6. Able to work with central and commercial banking operations. 7. Able to evaluate and sell insurance and banking products. | | |
| Syllabus | | Hours |
| Module No.1: Financial System | | |
| Functions of a financial system, components of financial systems, Structure of a financial system. Growth of Financial System in India | | |
| Module No. 2: Central and Commercial Banking | | |
| Definitions- functions -nationalization of banks -RBI functions and working. Treasury Management Services: Treasury as an independent profit center - investment of surplus funds - money market operations - treasury bills, commercial bills, commercial papers, certificate of deposits, Gilt edged securities markets. | | |
| Module No.3: Financial Markets | | |
| Financial Markets -capital markets -primary markets -methods of raising funds from primary market -public issue - SEBI guidelines for primary issue and relevant company law provisions to primary issue. Secondary market operations -internet trading (introduction to the concept). Global markets -issue of American depository receipts and Global depository receipts guidelines on their issue -emerging trends. | | |
| Module No. 4: Merchant Banking | | |
| Merchant Banking - historical perspective - nature of services provided by Merchant bankers - structure of merchant banking firm - setting up and managing a merchant banking SEBI regulation on merchant banks. | | |
| Module No 5: Financial services | | |

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| Underwriting -stock broking depositories. Consumer finance -car financing -financing of consumer durables and other services provided by financial service companies. | |
| Module No 6: Credit rating | |
| Approaches and process of rating- credit rating agencies-CRISIL and ICRA, CARE ratings for financial instruments-methodology of rating, rating of companies based on acceptable ratios (Altman's z-score ratios). | |
| Module No 7: Insurance | |
| Role of insurance in financial framework - General insurance -life insurance -marine insurance -medical insurance and others, recent trends in insurance industry, impact of privatization on insurance industry | |
| Module No 8: Leasing | |
| Concept and classification of leasing - present legislative frame work of leasing – lease evaluation (lessors & lessee's point of view) - tax aspects of leasing. Hire Purchase: Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation | |
| <p>Books for Reference:</p> <ol style="list-style-type: none"> 1. L.M.Bhole-Financial Institutions and Market-Tata Mc Graw-Hill Publishing company Ltd. 2. Sharpe, Alexander and Bailey – Investments - Pearson 3. I Friend M Blume, J Crocket.-Mutual funds and other institutional investors – McGraw Hill. 4. Sanjay Lal and Paul Streeten.- Foreign investments, Transnationals and Developing Countries- Macmillan Press 5. N. J Yasaswy -Personal Investment and tax planning- Vision Books, New Delhi 6. Shekar and Shekar - Banking Theory and practice – Vikas Publishing House. 7. Julia Holyoake ,WilliamWeipers - Insurance 4th Edition - Financial World Publishing 8. M Y Khan- Financial Services-Tata McGraw-Hill Publishing Company Ltd. 9. Gordon and Natarajan -Financial Markets and Services - HPH 10. Indian institute of banking and Finance, Principles Practices of Banking -MacMillan. 11. Indian institute of banking and Finance, Legal and Regulatory Aspects of Banking - Mac Millan. 12. Pandian P – Financial Services and Markets - Vikas Publishing House, New Delhi. 13. Shashi K Gupta and Nisha Aggarwal, Financial Services, 5th Revised Edition, 2014, Kalyani Books. | |