

Kashi Institute of Technology, Varanasi

(An Autonomous Institute of Dr. A.P.J.Abdul Kalam Technical University, Lucknow)



Evaluation Scheme & Syllabus

For

First Year

Master of Business Administration (MBA)

(Effective from Session: 2024-25)

MS 23KM, Varanasi – Prayagraj (Allahabad) Highway, Mirzamurad, Varanasi

Uttar Pradesh - 221307

MBA, First Year, Semester-I

			Evaluation Scheme							
S.N.	Course Code	Course Title	Type	Periods			FA	SA	Total	Credit
				L	T	P				
1	MBA 101	Management Principles & Organizational Behavior	T	3	0	0	70	30	100	3
2	MBA 102	Managerial Economics	T	3	0	0	70	30	100	3
3	MBA 103	Introduction to Business Analytics	T	3	1	0	70	30	100	4
4	MBA 104	Marketing Management	T	3	0	0	70	30	100	3
5	MBA 105	Communication for Managers	T	3	0	0	70	30	100	3
6	MBA 106	Financial Accounting & Analysis	T	3	1	0	70	30	100	4
7	MBA 107	Design Thinking	T	3	0	0	70	30	100	3
8	MBA 108	Advanced Excel for Business Analytics	L	0	0	2	70	30	100	1
9	MBA 109	Minor Project Report/Soft Skills	L	0	0	4	70	30	100	2
10	CCA151	Co-Curricular Activities							100	0.5
11	MCGP101	General Proficiency							100	0.5
Total				21	2	6	630	270	1100	27

MBA, First Year, Semester-II										
				Evaluation Scheme						
S.N.	Course Code	Course Title	Type	Periods			FA	SA	Total	Credit
				L	T	P				
1	MBA201	Business Environment & Legal Aspects of Business	T	3	0	0	70	30	100	3
2	MBA202	Business Research Methods	T	3	0	0	70	30	100	3
3	MBA 203	Entrepreneurship Development	T	3	1	0	70	30	100	4
4	MBA 204	Financial Management	T	3	0	0	70	30	100	3
5	MBA 205	Quantitative Techniques for Managers	T	3	0	0	70	30	100	3
6	MBA 206	Human Resource Management	T	3	1	0	70	30	100	4
7	MBA 207	Management Information System	T	3	0	0	70	30	100	3
8	MBA 208	Operations and Supply Chain Management	L	0	0	2	70	30	100	1
9	MBA 209	Comprehensive Viva (Mini Project)	L	0	0	4	70	30	100	2
10	CCA251	Co-Curricular Activities							100	0.5
11	MCGP201	General Proficiency							100	0.5
Total				21	2	6	630	270	1100	27

FA: Formative Assessment, **SA:** Summative Assessment, **L:** Lecture, **T-** Tutorial, **P:** Practical

Abbreviation Used:

CCA: Co-Curricular Activities **PCC:** Professional Core Courses

MC: Mandatory Courses

DETAILED SYLLABI
MBA 1St Year

Master of Business Administration

(Effective from Session: 2024-25)

MBA –FIRST YEAR					
Course Code	MBA101	L	T	P	Credit
Course Title	Management Principles & Organizational Behavior	3	0	0	3
Course objective: The objective of this course is to:				Duration: 40 Hours	
1	Enable students to understand Management Concepts, managerial practices and their perspectives.				CO1
2	Develop an understanding of concepts of organizing and directing.				CO2
3	Equip the students with concepts of motivation and their application.				CO3
4	Comprehend and interpret the aspects of individual and group behavior.				CO4
5	Inculcate leadership skills and team-building capabilities in students.				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Introduction and Planning	8 Hours			
Fundamentals of Management: Management practices from past to present, Different levels of management, Managerial Skills and Managerial Functions, Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process and techniques, Case Studies.					
UNIT-II	Organizing & Directing	8 Hours			
Organizing & Staffing- Types of organization, Organization structure and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & Development. Directing & Controlling- Principles of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies.					
UNIT-III	Motivation	8 Hours			
Motivation: Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, Meaning of Perception, process, behaviour applications of perception. Case Studies.					
UNIT-IV	Individual Behavior	8 Hours			
Fundamentals of individual behavior, Personality, types of personality, Personal effectiveness, the meaning Of Attitudes, Types, Components, attitude formation and attitude change. Meaning & Type of Group Behavior, Interpersonal Skills, Transactional Analysis, Johari Window.					
UNIT-V	Leadership & Team Building	8 Hours			
Leadership: Leadership, types of leaders and leadership styles, traits and qualities of an effective leader, trait theory, Managerial Grid, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development, Organizational Change: Meaning of organizational change approaches to managing organizational change, Kurt Lewin Model of change. Case Studies.					
Course outcome: At the end of the course, the student will be able to					
CO 1	Remember management concepts and processes.	Knowledge (K2), Remembering (K1)			
CO 2	Understand and apply the principles of organizing & directing in solving contemporary issues of	Knowledge (K2), Applying (K4)			

	organization.	
CO 3	Apply motivational techniques for the effective functioning of the organization.	Knowledge (K2), Analyzing (K5)
CO 4	Analyze and evaluate the behavior for enhancing individual and group performance.	Comprehending (K 3)
CO 5	Create a conducive work environment encompassing the theories of leadership and change management.	Applying (K4)
Textbooks		
<ol style="list-style-type: none"> 1. Koontz Harold, Wehrich Heinz & Mark V. Cannice – Essentials of management (Tata McGrawHill, 11th Edition, 2020) 2. Robbins Stephen P & Judge Timothy A. — Organizational Behavior (Pearson) 		
Reference Books		
<ol style="list-style-type: none"> 1. Robbins & Coulter: Management (Pearson, 14th Edition, 2019) 2. Pareek Udai: Understanding Organizational behavior, (Oxford University Press, 4th Edition, 2016) 3. Luthans Fred: Organizational Behavior, (McGraw Hill International Edition, 12th Edition, 2013) 4. Prasad L. M.: Principles and Practices of Management, (Sultan Chand & Sons, 9th edition, 2016) 		

Video Content:
<p><u>Video Link: https://youtu.be/vWpsHyrxWzg?feature=shared</u></p> <p><u>https://youtu.be/vWpsHyrxWzg?feature=shared&t=128</u></p>

MBA –FIRST YEAR					
Course Code	MBA102	L	T	P	Credit
Course Title	Managerial Economics	3	0	0	3
Course objective: The objective of this course is to		Duration: 40 Hours			
1	<i>Understand the concepts and importance of Managerial Economics in making business decisions.</i>				CO1
2	<i>Enable students to apply various concepts of the law of demand and supply for making price decisions.</i>				CO2
3	<i>Develop an understanding of production concepts and cost concepts.</i>				CO3
4	<i>Understand and be able to apply pricing decisions to various market structure</i>				CO4
5	<i>Comprehend various theories of the firm.</i>				CO5
Pre-requisites: Required Basic Knowledge of management concepts and principles.					
Course Contents / Syllabus					
UNIT-I	Basic Concepts and Principles	8 Hours			
Definition, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies.					
UNIT-II	Demand and Supply Analysis	10 Hours			
Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting- meaning, significance and methods, Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Case Studies					
UNIT-III	Production and Cost Analysis	8 Hours			
Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the long run. Estimation of revenue. Average Revenue, Marginal Revenue. Case Studies					
UNIT-IV	Market structures	8 Hours			
Perfect and Imperfect Market Structures, Perfect Competition, features, and price determination under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination.					
UNIT-V	Economic Theory	6 Hours			
The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information. Case Studies.					

Courseoutcome: At the end of the course, the student will be able		
CO 1	To remember and understand the concepts of microeconomics to make effective business decisions under conditions of risk and uncertainty.	Remembering (K1) Understanding (K2)
CO 2	To understand the law of demand and supply and their elasticities.	Understanding (K2)
CO 3	To analyze production concepts, cost concepts and their impact on business decisions.	Analyzing (K4)
CO 4	Understand and evaluate pricing decisions under the different market structures.	Understanding (K2) Evaluating (K5)
CO 5	To analyze various theories of the firm and how they affect the business decisions.	Analyzing (K4)
Textbooks		
<ol style="list-style-type: none"> 1. <i>Managerial Economics, Nick Wilkinson, Cambridge University Press,</i> 2. <i>Managerial Economics, Theory, Practice & Problems, Douglas Evan J, PHF, New Delhi; 1983, First Edition</i> 		
Reference Books		
<ol style="list-style-type: none"> 1. <i>Managerial Economics, D.N. Dwivedi, Vikas Publication, 7th Ed</i> 2. <i>Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.</i> 3. <i>Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.</i> 		

Video Content:
<p>Video link</p> <p>https://youtu.be/CkN2T4sdrWE?feature=shared</p> <p>https://youtu.be/tNMiCkEEiCk?feature=shared</p>

MBA –FIRST YEAR

Course Code	MBA103	L	T	P	Credit
Course Title	Introduction to Business Analytics	4	0	0	4
Course objective: The objective of this course is to				Duration: 40 Hours	
1	<i>Understand the different basic concepts/fundamentals of business statistics.</i>				CO1
2	<i>Understand the importance of measures of Descriptive statistics and their implication on Business performance.</i>				CO2
3	<i>Understand the concept of Probability and its usage in various business applications.</i>				CO3
4	<i>Understand the practical application of various concepts.</i>				CO4
5	<i>Understanding the Decision-making environment and applying the Concept of Business Analytics</i>				CO5
Pre-requisites: Basic knowledge of statistics					
Course Contents / Syllabus					
UNIT-I	Descriptive Analytics	10 Hours			
Introduction of Statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis, Case Study					
UNIT-II	Predictive Analytics	6 Hours			
Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation. Case Study					
UNIT-III	Probability Theory & Distribution	8 Hours			
Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass function, Probability Density functions Probability Theoretical Distributions: Binomial; Poisson and Normal distributions. Case Study					
UNIT-IV	Time Series & Index Number	8 Hours			
Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods. Case Study					
UNIT-V	Decision-making environments	8 Hours			
Decision-making under certainty, uncertainty, and risk situations; Decision tree approach and its applications. Application of AI and machine learning in business decisions. Evaluation Metrics, Tree-Based Model, Artificial Neural Networks and deep learning, Model Ensembles, Evaluation- The holdout and random subsampling. Case Study					
Courseoutcome: At the end of the course, the student will be able to					
CO 1	Gain Knowledge of basic concepts/fundamentals of business statistics and its role in descriptive analytics.	Knowledge (K2)			
CO 2	Apply Correlation and Regression analysis to business problems and their implication on Business performance.	Applying (K4)			

CO 3	Evaluate basic concepts of probability and perform probability theoretical distributions.	Analyzing (K5) Synthesizing (K6)
CO 4	Demonstrate understanding of time series analysis and index numbers.	Understanding(K2)
CO 5	Apply various statistical tools and Concepts to solve BusinessProblems	Applying (K4)

Textbooks

1. *G C Beri – Business Statistics, 3rd edition, TATAMcGraw-Hill.*
2. *Evans James, BusinessAnalytics*
3. *Chandrasekaran & Umaparvathi – Statistics for Managers, 1st edition, PHILearning.*

Reference Books

1. *J.K Sharma – Fundamental of Business Statistics, 5e Paperback – 1 January2020*
2. *S. C.Gupta – Fundamentals of Statistics, HimalayaPublishing*
3. *Davis,Pecar – Business Statistics using Excel,Oxford*
4. *Ken Black – Business Statistics, 5th ed., WileyIndia*
5. *Levin and Rubin – statistics for Management, 7th ed.,Pearson*
6. *Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed,McGraw-Hill*
7. *Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed.,Pearson*
8. *Walpole – Probability and Statistics for Scientists and Engineers, 8th ed.,Pearson*

Video Content:

Video link

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MBA –FIRST YEAR

Course Code	MBA104	L	T	P	Credit
Course Title	Marketing Management	3	0	0	3
Course objective: The objective of this course is to				Duration: 40 Hours	
1	<i>Facilitate understanding of the conceptual framework of marketing</i>				CO1
2	<i>Develop an understanding of Consumer and business buying behaviour</i>				CO2
3	<i>Develop the skill to understand Segmentation, Targeting and Positioning and develop a strategy</i>				CO3
4	<i>Ability to Understand and implement the Marketing Mix Strategies</i>				CO4
5	<i>Ability to understand Recent Trends in Marketing</i>				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Introduction to Marketing & Marketing Environment				7Hours
Introduction, objectives, Scope and Importance of marketing. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations. Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning and Implementation.					
UNIT-II	Consumer behavior				8 Hours
Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Behavior, Types of Buying Decision Behavior, Consumer Buying Decision Process, Buyer Behavior Models, Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Roles in Industrial Marketing, Case Study					
UNIT-III	Segmentation, Targeting and Positioning				8 Hours
Introduction, Concept of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies, Case Study					
UNIT-IV	Marketing Mix Strategies				9 Hours
Product Management: Introduction, Product Mix Strategies, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC), Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies, Distribution Management: Introduction, Channel Management Strategies, Introduction to Logistics Management, Retailing and Wholesaling-Meaning, Types, Multi-Channel Marketing, Promotion Management-: Introduction, Integrated Marketing Communications (IMC), Promotion Mix, Advertising Budget, Case Study					
UNIT V	Recent Trends in Marketing				8 Hours
Recent Trends in Marketing- Rural Marketing, Digital and Mobile Marketing, Customer Relationship Management, Marketing Information System (MKIS), Case Study					
Courseoutcome: At the end of the course, the student will be able to					
CO 1	Remember and comprehend basic marketing concepts.			Remembering (K1) Understanding (K2)	

CO 2	Understanding and Analyzing Business/ Consumer Markets	Understanding(K2) Applying(K3)
CO 3	Apply and develop Marketing Strategies and Plans	Applying(K3) Creating(K6)
CO4	Understand and Analyze marketing for delivering and communicating value with the four P's of marketing.	Understanding(K2) Analysing (K4)
CO 5	Develop marketing strategies given contemporary issues.	Creating(K6)

Textbooks

1. *Marketing Management: A South Asian Perspective* - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. *Marketing Management* - Ramaswamy V. S. & Namakumari S, 5/e, McGrawHill Education Publishers, 4th edition 2015.
3. *Fundamentals of Marketing Management* - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGraw-Hill Education Publishers, 2015.

Reference Books

- 1) *Marketing: An Introduction* - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
- 2) *Marketing Management* - Russ Winer, Ravi Bhar 4/e Pearson Education 2015.
- 3) *Principles & Practices of Management* – Dr. Premvir Kapoor, Khanna Publishing House, Delhi.

Video Content:

Video link

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MBA –FIRST YEAR

Course Code	MBA105	L	T	P	Credit
Course Title	Communication for Managers	3	0	0	3
Course objective: The objective of this course is to				Duration: 40 Hours	
1	<i>Understand business communication strategies and principles for effective communication in domestic and international business situations.</i>				CO1
2	<i>Apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.</i>				CO2
3	<i>Develop the ability to research and write a documented paper and/or give an oral presentation.</i>				CO3
4	<i>Develop the ability to use technology to facilitate communication process.</i>				CO4
5	<i>Apply basic principles of critical thinking, problem-solving, and technical proficiency in the development of exposition and argument.</i>				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Role of communication				8 Hours
Introduction: Types of Communication of communication – defining and Framework of Communication – the purpose of Communication – the process of communication –characteristics of successful communication – importance of communication in management – communication structure in organization – communication in Crisis – communication barriers. Case Studies					
UNIT-II	Oral communication and written communication				8 Hours
Oral Communication – principles of successful Oral Communication – conversation control – reflection and Empathy: Two Sides of effective oral communication – Effective Listening —verbal communication- Kinetics- Voice Modulation - Expression. Written communication: Principles of effective writing – The 3X3 writing process for business communication: Pre-writing – Writing – Revising – Specific writing features – coherence – electronic writing process, Case Study					
UNIT-III	Presentation skills				8 Hours
Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – Report - Types of Reports and objectives of report writing – progress reports, routine reports – Annual reports – format. Presentation skills: Effective presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation - types of visual aid, Case Study					
UNIT-IV	Employment communication				8 Hours
Introduction – writing CVs – Group discussions – interview skills - Impact of Technological Advancement on Business Communication Networks – Intranet – Internet – e-mails – SMS – teleconferencing – video conferencing. Case Studies					
UNIT-V	Group communication				8 Hours
Meetings – Planning meetings – objectives – Types of Meeting – Meeting Etiquettes. Media management – the press release – press conference – media interviews – Seminars – workshop – conferences. Business etiquettes. Case Studies					
Course outcome: At the end of the course, the student will be able to					

CO 1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K3)
CO 2	Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyzing(K4)
CO 3	Develop an understanding of appropriate organizational formats and channels used in business communications	Creating (K6)
CO 4	Gaining an understanding of emerging electronic modes of Communication	Understanding(K2)
CO 5	Developing effective verbal and non-verbal communication skills	(Creating(K6)

Text Books

1. *Business Communication for Managers: An Advanced Approach* by John M. Penrose, Robert W. Rasberry, et al. South-Western; 5th Revised edition
2. Lehman, Dufrene, Sinha, (2016), *Business Communication – A South Asian Perspectives*, 2nd edition, South-Western Cengage Learning India (P)Ltd
3. Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). *Business Communication Today*, 13th edition, Pearson.

Reference Books

1. Fundamentals of Business Communication by Kumkum Bhardwaj by Wiley Publication
2. Business Communication by Meenakshi Raman, Prakash Singh by Oxford Publication
3. McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of India.
4. Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7th edition, South-Western Cengage Learning India (P)Ltd.
5. Adler, R. B., Elmhurst, J. Marquardt (2012), Communicating at work, 11th edition, McGraw-Hill Publications

Video Content:

Video link

<https://youtu.be/cKb2SJpSrlU?feature=shared>

[://youtu.be/ytu4f1DG29c?feature=shared](https://youtu.be/ytu4f1DG29c?feature=shared)

MBA –FIRST YEAR

Course Code	MBA106	L	T	P	Credit
Course Title	Financial Accounting & Analysis	4	0	0	4
Course objective: The objective of this course is				Duration: 40 Hours	
1	<i>To understand the basic theory, concepts, and practice of Financial Accounting.</i>				CO1
2	<i>To enable students to understand the information contained in the published financial statements of companies and other organizations.</i>				CO2
3	<i>To enable the students to prepare the Accounting Statements, their uses and limitations will also be emphasized.</i>				CO3
4	<i>To analyze the Performance of a company.</i>				CO4
5	<i>To analyze the concept of Working Capital and the flow of the Operating Cycle in the firm.</i>				CO5
Pre-requisites: Required Basic Knowledge of Accounting					
Course Contents / Syllabus					
UNIT-I	Meaning and Scope of Accounting	6 Hours			
Overview of Accounting, Users of Accounting, Accounting Concepts and Conventions, Bookkeeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview of Depreciation (Straight line and Diminishing method), Case Study					
UNIT-II	Accounting Standards and IFRS	6 Hours			
International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting, Case Study					
UNIT-III	Mechanics of Accounting	10 Hours			
Double entry system of accounting, journaling of transactions; Ledger posting and Trial Balance, Reconciliation, Preparation of final accounts, Profit and Loss Account, Profit and Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops, Case Study					
UNIT-IV	Analysis of Financial statement	10 Hours			
Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size statements; Comparative Balance sheets and Trend Analysis of manufacturing, Service & and banking organizations, Case Studies, and Workshops in analyzing Balance sheets, Case Study					
UNIT-V	Concepts of Working Capital	8 Hours			
Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, and Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, the flow of cash, the difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis, Case Study					
Courseoutcome: At the end of the course, the student will be able					
CO 1	To understand accounting concepts, principles, and conventions for their routine monetary transaction.	Knowledge (K2)/Comprehending (K 3)			
CO 2	To recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	Knowledge (K2)			
CO 3	To create and prepare financial statements by Generally Accepted Accounting Principles.	Synthesizing (K6)/ Remembering (k1)			
CO 4	To Utilize the technology (such as computers, and information databases) in facilitating and enhancing accounting and financial reporting processes.	Applying (K 4)			

CO 5	To Analyze, interpret, and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analyzing (K 4) / Evaluating (K7))
CO 6	To analyse the basic concepts and importance of working capital management.	Remembering (K1)/ Applying (K4)
Textbooks		
<ol style="list-style-type: none"> 1. Maheshwari S N & Maheshwari S K – A textbook of Accounting for Management (Vikas, 10th Edition) 2. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.) 3. Paresh Shah- Financial Accounting for Management (Oxford University Press, 2nd Edition) 		
Reference Books		
<ol style="list-style-type: none"> 1. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition). 2. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed) 3. Jerry J. Weygandt - Financial Accounting, 10e WileyPLUS (next generation) + Loose-leaf 		

Video Content:

Video link

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MBA –FIRST YEAR			
Course Code	MBA107	L T P	Credit
Course Title	Design Thinking	4 0 0	4
Course objective: The objective of this course is to		Duration: 25 Hours	
1	<i>Understand the need for Creative Thinking and Innovation</i>		CO1
2	<i>Understand the process involved in innovation and creativity.</i>		CO2
3	<i>Analyze the available design thinking solutions in products and services</i>		CO3
4	<i>Apply design thinking to your real-life problems/situations to evolve innovative and workable solutions</i>		CO4
5	<i>Understand the need for reverse engineering to solve business problems</i>		CO5
Pre-requisites:			
Course Contents / Syllabus			
UNIT-I	CREATIVITY		8 Hours
Design Thinking with Application, Creativity, Way to Improve Creative Thinking Skills, Dynamics of Creative Thinking, Component of Creativity, Types of Creativity, Creativity- Training & Learning for Development, Creative Industries, Six Thinking Hats, Case Study.			
UNIT-II	INNOVATION & INVENTION- IDEA GENERATION		7 Hours
Innovation, Invention, Need for Innovation, Meaning & Differences between Innovation and Creativity, Technological Innovation, Sustainable & Disruptive Innovation, Service Innovation, Improvisation, Co-Creation and Open Innovation, Sources of Innovation, Case Study.			
UNIT-III	APPLICATION OF DESIGN THINKING, BUSINESS MODEL		6 Hours
Industry 4.0, Startup, Large Firm, Design Thinking in Various Sectors (Health Sector, Finance, Education, Infrastructure) Design thinking case studies in Retail, Banking.			
UNIT-IV	PROCESS OF DESIGN THINKING		7 Hours
Process of Design Thinking, Implementing the process in driving innovation, Design-Led Innovation, Innovation Environment, Benefit of Design Thinking in Industries, Creative Destruction, Prototypes, Case Study.			
UNIT-V	WORKSHOP AND SEMINAR ON DESIGN THINKING		6 Hours
Students Workshop on Manufacturing and Service Industry (Infrastructure, Hospitality, Retail, E-Commerce, Finance & Banking, Automobile, Organic Farming and Education.			
Courseoutcome: At the end of the course, the student will be able to			
CO 1	Gain in-depth knowledge about creative thinking and design thinking at every stage of the problem		Understanding (K1)
CO 2	Understand the various stages in innovative thinking and use design thinking to generate innovative ideas		Applying (K4)
CO 3	Applying design thinking to Business problems/situations to evolve innovative and workable solutions		Applying (K4)
CO 4	Have a process and mindset suited to innovation and creative problem-solving		Designing (K5)
CO 5	To Apply, implement & develop application-based learning among students.		Applying (K4)
Textbooks			
1. <i>Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press,2011)</i>			
2. <i>Tom Kelly, The Art of Innovation: Lessons in Creativity From IDEO, America’s Leading Design Firm (Profile Books,2002)</i>			

Reference Books

1. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation* (Harper Business, 2009)
2. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, *The Designing for Growth Field Book: A Step-by-Step Project Guide* (Columbia University Press, 2014)
3. Jeff Dyer, Hal Gregersen, Clayton Christensen, *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators* (Harvard Business Review Press, 2009)
4. Roger Martin, *The Design of Business: Why Design Thinking Is The Next Competitive Advantage* (Harvard Business Review Press, 2009)
5. Alexander Osterwalder and Yves Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (John Wiley and Sons, 2010)
6. Nigel Cross, *Design Thinking: Understanding How Designers Think and Work* (Bloomsbury Academic, 2011)

Video Content:

Video link

https://onlinecourses.nptel.ac.in/noc22_mg32/preview

<https://youtu.be/IHdv8u8RRjE?feature=shared>

MBA –FIRST YEAR

Course Code	MBA108	L	T	P	Credit
Course Title	Advanced Excel for Business Analytics	0	0	2	1
Course objective: The objective of this course is to				Duration: 40 Hours	
1	<i>Understand and apply various functions of Excel.</i>				CO1
2	<i>Enable students to work on pivot tables.</i>				CO2
3	<i>Develop an understanding of VBA Macro and its application in business decisions.</i>				CO3
4	<i>Impart Basic concept of Tableau</i>				CO4
5	<i>Understanding the application of various software for business research.</i>				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Functions in Excel & Introduction to Advanced Excel			8Hours	
Elements of Spread Sheet, Creating Spread Sheet and Formatting, Using Basic Functions, Financial, Statistical, Text, Date and Time Functions. Advanced Excel: What-if Analysis, Logical Function, Data Validation, Lookup Function: Vlookup / Hlookup, Index and Match, Nested VLookup. LAB / Practical					
UNIT-II	Pivot Table			8 Hours	
Creating pivot tables, advanced value field setting, grouping based on numbers and dates, calculated fields and calculated items, Array functions, Using array formulas, Chart: Bar chart, Pie Chart, Line chart etc. Adding tables & and charts to the dashboard. LAB / Practical					
UNIT-III	VBA Macro			8 Hours	
Recording a Macro, Procedure and functions in VBA, Variables in VBA, Variable data types, Else-if statement, Defining select case statement, Merge worksheet into macro, merging multiple excel files into one sheet, Split worksheet using VBA filters. LAB / Practical					
UNIT-IV	Introduction to Tableau			8 Hours	
Introduction to Tableau, Data Visualization, Business Intelligence tools, Tableau Architecture, Tableau Server Architecture, VizQL, Introduction to Tableau Prep, Tableau Prep Builder User Interface, Data Preparation techniques using Tableau Prep Builder tool. LAB / Practical					
UNIT-V	Introduction to Business Analytics			8 Hours	
Concept of Business Analytics- Meaning, types and application of Business Analytics, Use of Spread Sheet to analyze data-Descriptive analytics, Application of Excel and SPSS in Analytics, Excel Solver, Solving ANOVA, correlation, and regression numerical through Excel and SPSS. LAB / Practical					
Courseoutcome: At the end of the course, the student will be able					
CO 1	To confidently manage worksheets and workbooks, enter data and be able to perform calculations by creating basic formulas			Applying(K4)	
CO 2	To work with advanced formulas, lists, and illustrations and work with charts and advanced formatting including styles			Applying (K4)	
CO 3	To provide students with a basic understanding of macros			Understanding (K2)	
CO 4	To provide a brief insight into the application of Tableau			Applying (K4)	
CO 5	To apply various software for business decision-making.			Applying (K4)	

Textbooks

1. *Advanced Excel 2016 training guide*, RituArora, BPB Publication
2. *Spread Sheet Modeling and Decision Analysis- A Practical Introduction to Business Analytics* by Cliff Ragsdale

Reference Books

1. *Excel Quick Start Guide from beginner to expert*, William Fischer.
2. *Excel 2019*, Greg Harvey, Ph.D

Note: Students are required to develop practical files based on the application of the above functions. There should be at least 10 tools applied from each unit thereby submitting a minimum of 5 practical outputs.

Video Content:**Video link**

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<https://www.youtube.com/live/K1yz9izM4lQ?feature=shared>

MBA –FIRST YEAR

CourseCode	MBA109	LTP	Credit
CourseTitle	MinorProject Report	004	2
Pre-requisite	As per the academic regulations		

Course Objectives:

To understand the importance of social issues with the help of contemporary research. To develop written and presentation skills among team members.

To develop a broad understanding of social and managerial issues and suggest relevant solutions.

Expected Course Outcome:

CO1: To understand the socio-economic issues of the Indian economy.

CO2: To develop presentation skills and team spirit among students.

CO3: To apply basic research concepts in the formulation of the project.

Guidelines:

- In the first semester, the students are required to develop a mini-project under the guidance of an assigned faculty member.
- The student will submit a report to the College/Institute which will form part of the first semester examination. However, the report must be submitted by the end of the semester.
- Report will be prepared in a team. The report will be evaluated by an external examiner. The student must present his output through a presentation and viva voce.
- The report should ordinarily be based on primary data. It should reflect an in-depth study of a micro problem, ordinarily assigned by the Department/Institute.
- Relevant tables and bibliography should support the data. The student should strictly follow the prescribed format for the project.
- The average size of the report ordinarily will be a of minimum 50 pages in standard font size (12) and double spacing. Two neatly typed (one-sided only) and soft-bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper
- The report will have a certificate issued by the Head of the Department. It should be attached at the beginning of the report.
- The Project Report will carry 100 marks and will be evaluated by two examiners (one external and one internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce.

The criteria for evaluation have been described below:

The scheme of evaluation for the Project Report

Relevance of Objectives with Topic (10)	Relevance of Research Methodology (20)	Interpretation & Analysis (20)	Total (50)
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The scheme of evaluation of Viva-voce

Understanding of Objectives with topic (5)	Understanding of the relevance of Research (10)	Interpretation & Analysis (10)	Presentation & Communication skills (15)	Query Handling (10)	Total (50)
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Contents

1.	Cover Page
2.	Certificate Issued byHOD
3.	Preface
4.	Acknowledgement
5.	Table ofContent
6.	Introduction of Topic
	• Objective of theStudy
	• Limitations of thestudy
7.	LiteratureReview
8.	Company/IndustryProfile
9.	ResearchMethodology
10.	Data Analysis andDiscussion
11.	Findings
12.	Recommendations
13.	Social and Managerial Implications of thestudy
14.	Conclusion
15.	References
16.	Annexure
17.	Mode of Evaluation: Presentation, Final oral viva

MBA –FIRST YEAR					
Course Code	MBA 201	L	T	P	Credit
Course Title	Business Environment & Legal Aspects of Business	3	0	0	3
Course objective: The objective of this course is to		Duration: 40 Hours			
1	<i>Develop understanding and provide knowledge about the business environment to the management students.</i>				CO1
2	<i>Promote a basic understanding of the concepts of Business Environment and international business environment.</i>				CO2
3	<i>Provide a basic understanding of the law of contract.</i>				CO3
4	<i>Impart a basic understanding of provisions of the Companies Act concerning incorporation and regulation of business organizations.</i>				CO4
5	<i>Appraise the students on the leading practical application-based case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.</i>				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Introduction to Micro Environment				8 Hours
Meaning of Business & Business Environment, Types of Business Organizations, SWOT analysis, Types of Environment to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise, Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological) Michael Porter’s Five Forces, Analysis, Competitive Strategies. Case Study					
UNIT-II	Macro Environment				6 Hours
Economic, Socio-Cultural, Competitive & International Environment, Business Environment concerning Global Integration; Comparative Analysis of Business Environment: India and Other Countries, Factors affecting the international business environment, Business Policy: LPG model & International forces in business. Case Study					
UNIT-III	Law of Contract				8 Hours
Law of Contract: Definition, essentials and types of contracts, offer definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, the doctrine of privity of contract, the capacity of parties, free consent, quasi-contract, performance of contract, termination of contract, remedies for breach of contract. Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Case Study					
UNIT-IV	Companies Act 2013				10 Hours
Companies Act: Definition, characteristics and kinds of companies, steps in the formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company. The Right to Information Act, 2005: Right to know, Salient features of the Act, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts. Case Study					
UNIT-V	Consumer Protection Act				8 Hours

Consumer Protection Act: Definitions - Aims and objectives, Consumer protection councils, Redressal agencies, and penalties for violation.

Cyber Security Laws – Personal Data Protection Act 2019. Case Study

Courseoutcome: At the end of the course, the student will be able to

CO 1	<i>Develop understanding and fundamental knowledge about the business environment</i>	<i>Remembering(K1) Knowledge (K 2)</i>
CO 2	<i>Develop an understanding of the concepts of Business Environment and international business environment.</i>	<i>Knowledge (K 2)</i>
CO 3	<i>Develop a basic understanding of the law of contract</i>	<i>Knowledge (K 2)</i>
CO 4	<i>Understanding of provisions of the Companies Act concerning incorporation and regulation of business organizations</i>	<i>Knowledge (K 2)</i>
CO 5	<i>Able to analyze case laws in arriving at conclusions facilitating business decisions.</i>	<i>Applying (K4) Analyzing (K5)</i>

Textbooks

1. *Business Environment: Text and Cases, PAUL, McGraw Hill Education, 3rdEd.*
2. *V. Neelamegam – Business Environment (VrindaPublications, 2ndEdition)*

Reference Books

1. *Kuchhal M.C. - Business Law (VikasPublication)*
2. *Gulshan S.S. - Business Law Including Company Law (ExcelBooks)*
3. *N D Kapoor – Elements of Mercantile Law – SultanChand-2014*
4. *International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson*

Video Content:

Video link

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MBA –FIRST YEAR

Course Code	MBA 202	L TP	Credit
Course Title	Business Research Methods	3 0 0	3
Course objective: The objective of this course is to		Duration: 40 Hours	
1	<i>Understand the concepts/fundamentals of research and their types.</i>		CO1
2	<i>Equip students with knowledge of various research designs for problem-solving</i>		CO2
3	<i>Understand the importance of scaling & measurement techniques and sampling techniques</i>		CO3
4	<i>Conduct the coding, editing, tabulation, and analysis in doing research.</i>		CO4
5	<i>Understand and apply the concept of statistical analysis which includes various parametric tests and non-parametric tests and the ANOVA technique and write the report.</i>		CO5

Pre-requisites:

Course Contents / Syllabus

UNIT-I	Research	8 Hours
<p>Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of the scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – Research Question – Investigation Question Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal. Case Study</p>		
UNIT-II	Research Design	8 Hours
<p>Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative Techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent and dependent variables, concomitant variable, extraneous variable, Treatment, Control group. Case Study</p>		
UNIT-III	Scaling & Measurement	6 Hours
<p>Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Designing Questionnaire, Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale- Development of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking – Concept and Application. Case Study</p>		
UNIT-IV	Sampling	8 Hours
<p>Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and snowballing Sampling methods.</p>		

Determining the size of the sample – Practical considerations in sampling and sample size, sample size determination. Data Collection: Tools & techniques, questionnaire framing, Case Study		
UNIT-V	Data Analysis	10 Hours
Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, and histograms. Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation. Case Study		
Courseoutcome: At the end of the course, the student will be able to		
CO 1	Understand concepts and fundamentals for different types of research.	Knowledge (K 2)
CO 2	Apply relevant research techniques for problem-solving.	Remembering(K1) Applying (K 4)
CO 3	Apply scaling & measurement techniques and should use appropriate sampling techniques	Comprehending(K3) Applying (K 4)
CO 4	Analyze different techniques of coding, editing, and tabulation in doing research.	Analyzing (K4) Synthesizing (K5)
CO 5	Apply statistical analysis for hypothesis testing using parametric and non-parametric tests and preparing reports.	Applying(K4) Analyzing (K4)
Textbooks		
<ol style="list-style-type: none"> 1. Kothari C.R., Garg Gaurav.: <i>Research Methodology-Methods and Techniques</i>(New Age International) 2. Bryman Alan, Bell Emma, & Harley Bill: <i>Business Research Methods</i> (Oxford University Press) 3. Malhotra Naresh K.: <i>Marketing Research: An Applied Orientation</i>(Pearson, 7th Edition 2019) 		
Reference Books		
<ol style="list-style-type: none"> 1. Chawla Deepak & Sondhi Neena, <i>Research Methodology: Concept and Cases</i> (Vikas Publishing, 2nd Edition, 2016) 2. Srivastava T N & Rao Shailaja: <i>Business Research Methods</i> (TMH Publication, 2nd Edition, 2017) 		

Video Content:
Video link
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://youtu.be/UWEElp3gesY?feature=shared

MBA –FIRST YEAR							
Course Code	MBA 203			L	T	P	Credit
Course Title	Entrepreneurship Development			3	0	0	3
Course objective: The objective of this course is to				Duration: 40 Hours			
1	<i>Explore the dimensions of creativity, innovation, and entrepreneurship</i>					CO1	
2	<i>Develop an understanding of intellectual property rights</i>					CO2	
3	<i>Be familiar with the financial support associated with new venture start-ups</i>					CO3	
4	<i>Understand the various sources of idea generation and screening</i>					CO4	
5	<i>Understand the policy framework for promoting entrepreneurship and providing finance to entrepreneurs.</i>					CO5	
Pre-requisites:							
Course Contents / Syllabus							
UNIT-I	Role of Entrepreneurship					8 Hours	
Concept of Entrepreneurship - Role of Entrepreneurship in Economic Development - Entrepreneurial decision process – Entrepreneurial traits, types, culture and structure, competing theories of Entrepreneurship — Qualities of a successful entrepreneur - Entrepreneurial motivation –Corporate, entrepreneurship – Intrapreneurship. Case Study							
UNIT-II	Intellectual Property Rights:					8 Hours	
Introduction to intellectual property rights (IPR), intellectual property and its protection, Forms of Protection depending on the product; Patent, copyright, trademark, design know-how, trade secrets etc. Case Study							
UNIT-III	Launching a New Venture					8 Hours	
The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic, financial, and market analysis - and technological feasibility. Various Forms of business ownership, Registration of business, units; start-up to going IPO; revival, exit and end to a venture. Case Study							
UNIT-IV	Idea Generation and Screening					8 Hours	
Methods of Generating Ideas, Linear techniques – Matrix and Morphological Analysis, Force Field Analysis, Attribute Listing, Scamper, Alternative Scenarios, Forced Association, Value Analysis; Product Planning and Development Process: Establishing evaluation criteria, idea Stage, Concept Stage, Product Development Stage and Test marketing and commercialization. Environmental Scanning and SWOT analysis. Case Study							
UNIT-V	Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies					8 Hours	
Estimating financial funds requirement; Sources of finance – banks and financial institutions – IFCI, ICICI, IDBI and SIDBI), financing of Small Business Units. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export-oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by the government to promote entrepreneurship in India at a larger scale. Case Study							
Courseoutcome: At the end of the course, the student will be able to							
CO 1	Develop an understanding of basic concepts of entrepreneurship.					Understanding (K 2) Remembering (K1)	
CO 2	Develop an entrepreneurial mindset through knowledge of creativity and innovation					Applying (K 3) Analysing (K 4)	

CO 3	Evaluating and understanding a holistic approach to launching a new business venture	Analysing(K4)
CO 4	Understanding of converting an idea into an opportunity and various funding sources	Understanding (K 2)
CO 5	Develop knowledge of Entrepreneurial Finance, Assistance, and the role of Entrepreneurial Development Agencies	Applying (K4) Evaluating(K5)

Textbooks

1. Kumar, Arya; *Entrepreneurship*; Pearson Education.
2. Blundell, R. and Lockett, N.; *Exploring Entrepreneurship Practices and Perspectives*; Oxford Publications.

Reference Books

1. *Entrepreneurship 10th Ed (Indian Edition) 2016* by Robert Hisrich Michael Peters Dean Shepherd, McGrawHill
2. Desai, Vasant; *Dynamics of Entrepreneurial Development and Management*; Himalaya Publishing
3. Dollinger, M. J.; *Entrepreneurship: New Venture Creation*; PHI Learning.

Video Content:

Video link

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<https://youtu.be/aLoRz6hidCM?feature=shared>

MBA –FIRST YEAR			
Course Code	MBA 204	L TP	Credit
Course Title	Financial Management Corporate Analysis	3 0 0	3
Course objective: The objective of this course is to		Duration: 40 Hours	
1	<i>Understand the basic theory, concepts and practice of Financial Management.</i>	CO1	
2	<i>Enable students to analyze the Cost of Capital and Investment alternatives.</i>	CO2	
3	<i>Enable the students to design the Capital Structure and analyze the alternatives.</i>	CO3	
4	<i>Analyze the concept of Dividend and its Theories.</i>	CO4	
5	<i>Understand the concept of the Indian Financial System.</i>	CO5	
Pre-requisites: Required Basic Knowledge for Financial Management			
Course Contents / Syllabus			
UNIT-I	Introduction to Finance & Corporate Finance	6 Hours	
Finance & its Scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction: – Nature and Scope. Concept of Risk and Return. Case Study			
UNIT-II	Investment Decision	10 Hours	
Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, and Excel Application in Analyzing Projects. Case Study			
UNIT-III	Financial Decision	10 Hours	
Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference. Case Study			
UNIT-IV	Dividend Relevance	10 Hours	
Factors Affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis. Case Study			
UNIT-V	Indian Financial System	4Hours	
Role of Financial Institutions, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivative. Case Study			
Courseoutcome: At the end of the course, the student will be able to			
CO 1	Understand the different basic concepts/ fundamentals of Corporate Finance	Knowledge (K2) Remembering(K1)	
CO 2	Calculate the time value of money and evaluate long-term investment decisions.	Analyzing (K5) Evaluating(K7)	
CO 3	Developing analytical skills to select the best source of capital, and its structure based on cost of capital.	Analyzing(K5) Synthesizing(K6)	
CO 4	Use and apply the different models for a firm's optimum dividend payout.	Comprehending(K3) Applying(K4)	
CO 5	Understand the recent trends of the primary and secondary markets and develop skills for	Comprehending(K3) Synthesizing (K6)	

	application of various financial services.	
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Textbooks

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7thEd.)
2. Pandey I M - Financial Management (Vikas, 11thEd.)
3. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9thEd.)

Reference Books

1. Ravi.MKishore – Financial Management (Taxman, 7thEd)
2. Horne Wachowicz- Fundamentals of Financial Management (Pearson,13thEd)

Video Content:

Video link

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MBA –FIRST YEAR			
Course Code	MBA 205	L T P	Credit
Course Title	Quantitative Techniques for Managers	4 0 0	4
Course objective: The objective of this course is to		Duration: 40 Hours	
1	<i>Provide a basic understanding of operations research concepts for better decision-making.</i>	CO1	
2	<i>Explore optimum solutions by applying Transportation problems</i>	CO2	
3	<i>Provide an understanding of the assignment model and game theory for optimum business solutions</i>	CO3	
4	<i>Understanding the application of queuing theory for solving business Problem</i>	CO4	
5	<i>Understand the basic application of different techniques in project planning.</i>	CO5	
Pre-requisites: Business Statistics and Decision Making.			
Course Contents / Syllabus			
UNIT-I	Operations Research Introduction & Linear Programming Problem	9 Hours	
Introduction to Operations Research, Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Case Study			
UNIT-II	Transportation Problem	5 Hours	
Transportation problem: Various methods of finding the Initial basic feasible solution West Corner Method, Least Cost Method & VAM Method and MODI Method, Maximization Transportation Problem. Case Study			
UNIT-III	Assignment Model& Game Theory	10 Hours	
Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Games. Case Study			
UNIT-IV	Sequencing & Queuing Theory	10 Hours	
Sequencing Problem: Johnson Algorithm for n Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers. Case Study			
UNIT-V	Replacement Problem & Project Management	6 Hours	
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets that fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations. Case Study			
Courseoutcome: At the end of the course, the student will beable			
CO 1	Understand the basic operations research concepts and LLP Problems in business modules.	Understanding (K2)	
CO 2	Understand how to interpret and solve business-related problems using transportation problem	Understanding (K2)	

CO 3	Apply certain mathematical techniques to get the best possible solution to a problem involving limited resources	Applying (K 4)
CO 4	Apply the most widely used quantitative techniques in decision-making with the application of Queuing Theory	Applying (K 4)
CO 5	Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements to achieve project success	Creating (K6)

Textbooks

1. R. Panneerselvam - *Operations Research (PHI, 2nd Edition)*
2. Sharma J K - *Operations Research (Pearson, 3rd Edition)*
3. A.M. Natarajan, P. Balasubramani - *Operations Research (Pearson Education)*
4. Vohra - *Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)*

Reference Books

1. Apte - *Operation Research and Quantitative Techniques (Excel Books)*
2. S Kalawathy - *Operation Research (Vikas IVth Edition)*
3. Singh & Kumar - *Operation Research (UDH Publisher edition 2013)*
4. Taha Hamdy - *Operations Research - An Introduction (Prentice-Hall, 9th edition)*
5. Kothari - *Quantitative Techniques (Vikas 1996, 3rd Edition).*

Video Content:

Video link

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<https://youtu.be/q1WaeLhG8rQ?feature=shared>

MBA –FIRST YEAR

Course Code	MBA 206	L T P	Credit
Course Title	Human Resource Management	3 0 0	3
Course objective: The objective of this course is to		Duration: 40 Hours	
1	<i>Provide the basic knowledge of Human Resources Management</i>	CO1	
2	<i>Develop insight into the managerial skills required to effectively manage people in an organization, to achieve corporate goals successfully.</i>	CO2	
3	<i>Develop an understanding of job design, recruitment and selection, employee welfare etc. for better management of a firm's human resources.</i>	CO3	
4	<i>Explore the role of training and development programs in performance appraisal.</i>	CO4	
5	<i>Deal with various grievances and complaint redressal systems.</i>	CO5	
Pre-requisites:			
Course Contents / Syllabus			
UNIT-I	Introduction to HRM and Strategic HRM	8 Hours	
<p>Meaning of HRM, its importance to managers, Line and staff aspects of human resource management, and Human resource manager's duties. The changing environment of human resource management, changing role of human resource management, Human resource manager's proficiencies.</p> <p>Strategic human resource management, Steps and types of strategies, Strategic human resource challenges, HR scorecard, Competitive analysis in HR. HR Roles and Responsibilities, Environmental changes in HR, Competitive analysis of HR Environmental Factors Affecting HR Strategy. Case Study</p>			
UNIT-II	HR Planning	8 Hours	
<p>Basics of job analysis, Uses of job analysis information, Steps in job analysis, Methods of collecting job analysis information, job descriptions, and Job specifications. Human Resource Planning, Process and Methods: Forecasting personnel needs, Forecasting supply of inside and outside candidates. Job analysis, HR Planning, Forecasting. Case Study</p>			
UNIT-III	Recruitment and Selection	8 Hours	
<p>Recruitment, Internal and external sources of recruitment. Selection Importance and process of selection, Background investigation and reference checks. Basic testing concepts, how to validate a test, types of tests, and Work sampling for employee selection. Management assessment centers, Video-based situational testing.</p> <p>Effectiveness of Recruitment and Selection, Techniques of Selection. Case Study</p>			
UNIT-IV	Employee Training and Performance Appraisal	8 Hours	

Purpose and process of orienting employees, Five-step training and development process, Training, learning and motivation, Analyzing training needs, Training methods and management development. Basic concept of Performance management: definition and importance Comparing performance appraisal and performance management, Type, process and method of performance appraisal, Problems and solutions, Appraisal interview. Basics of career management, Roles in career planning and development, managing promotions and transfers, Enhancing diversity through career management. Idol Orientation system, Evaluation of effective training programs, Ethics in performance appraisal system. **Case Study**

UNIT-V	Compensation Management and Collective Bargaining	8 Hours
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Meaning of compensation, Components of compensation system, fringe benefits and Incentives, fair compensation policy, Job Evaluation: concept, definition and methods, Legal compliances in compensation Management. The collective bargaining process, sources of grievances, grievance procedure, and guidelines for handling grievances. Fair compensation policy, Outcome of Incentives, Sources of Grievances. **Case Study**

Course outcome: At the end of the course, the student will be able to

CO 1	Apply the strategies on HR to gain a competitive advantage over its competitors	Applying (K3)
CO 2	Analyze and forecast the need for Human Resource Planning	Analyzing (K4)
CO 3	Understand the various effective sources and techniques for recruitment and selection of employees	Understanding (K2)
CO 4	Develop an understanding of various techniques of employee training and performance appraisal	Understanding (K2)
CO 5	Develop the compensation of employees and understand the employee grievance handling methods	Understanding (K2) Creating (K6)

Textbooks

1. Gary Dessler & Biju Varkkey, *Human Resource Management*, Pearson
2. Edwin B. Flippo, *Personnel Management*, Tata McGraw Hill

Reference Books

1. V.S.P. Rao, *Human Resource Management*, Excel
2. RS Dwivedi, *HRD in Indian Companies*, McMillan
3. C.B. Memoria, *Personnel Management*, Himalaya

Video Content:

Video link

<https://youtu.be/cKb2SJpSrlU?feature=shared>

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MBA –FIRST YEAR					
Course Code	MBA 207	L	T	P	Credit
Course Title	Management Information System	3	0	0	3
Course objective: The objective of this course is to		Duration: 40 Hours			
1	<i>Provide knowledge about basic components of a management information system emphasizing its current trends and significance.</i>				CO1
2	<i>Provide an orientation about Managing Information Systems in Organizations for managerial decision-making to gain a competitive edge in all aspects of Business.</i>				CO2
3	<i>Understand various E-ERP SYSTEMS operating in functional areas of an organization.</i>				CO3
4	<i>Gain knowledge about database systems and their design aspects in an organization to enable the use of computer resources efficiently for effective decision-making.</i>				CO4
5	<i>Provide hands-on learning on MS Access applications and the Internet in businesses.</i>				CO5
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Understanding MIS	7Hours			
Introduction to Management Information Systems- History of MIS-Impact of MIS-Role and Importance- MIS Categories-Managers and Activities in IS-Types of Computers Used by Organizations in Setting up MIS-Hardware Support for MIS. Trends in MIS: Introduction-Decision Support Systems (DSS)-Artificial Intelligence (AI). Case Study / Lab					
UNIT-II	Managing Information Systems in Organizations	8 Hours			
Introduction – Managing in the Internet Era - Managing Information Systems in Organization-IT Interaction model-Challenges for the manager- Building information – Budgeting for information systems-Capacity Building -centralized services – Security Management-Technology Road map for the organization. Case Study / Lab					
UNIT-III	Introduction to ERP	10 Hours			
Introduction to ERP-Basics of ERP-Evolution of ERP-Enterprise Systems in Large Organizations-Benefits and Challenges of Enterprise Systems.Introduction to E-Enterprise System-Managing the E-enterprise-Organization of Business in an E- enterprise-E-business-E-commerce-E-communication-E-collaboration – Function Based ERP. Case Study / Lab					
UNIT-IV	Database Design	8 Hours			
Introduction to Database Management System-Types of Database Users - Introduction to Database design-ER diagrams-ER Design, Entities-Attributes and Entity relationships and Relationship sets- Additional features of ER Model-Conceptual Design with the ER Model- Conceptual Design for Large enterprises.Introduction to Relational Model: Introduction to the Relational Model - Integrity Constraints over Relations-Enforcing Integrity Constraints-QueryingRelational Data-Logical database Design-Introduction to Views Destroying/ altering Tables and Views. Case Study / Lab					
UNIT-V	Working on MS ACCESS	7 Hours			
Introduction to Access Basics- Design a Database-Build a Database-Work with Forms-Sort, Retrieve, Analyze Data-Work with Reports-Access with Other Applications-Manage an Access Database. Introduction to AHP and its application in Business Decision making. Case Study / Lab					

Courseoutcome: After completion of this course students will be able to		
CO 1	Gain in-depth knowledge of working in an IT-enabled organization.	Knowledge (K2)
CO 2	Learn to use various IT tools for solving Business Problems.	Applying (K4)
CO 3	Develop and implement Information Systems for Business Applications.	Synthesizing (K6)
CO 4	Learn to increase the efficiency of various management processes by using IT-enabled technology.	Applying (K4)
CO 5	Analyze various security and ethics-related issues about the increasing use of Information Technology.	Analyze (K5)
Textbooks		
1. Kenneth C. Laudon, Jane P. Laudon, "Management Information Systems-Managing the Digital Firm", by Pearson publication 2014.		
2. Veena Bansal, "Enterprise resource planning-a managerial perspective", by Pearson, June 2013		
Reference Books		
1. Rahul Dey Author, "Mis: Managing Information Systems In Business, Government And Society, 2Ed", by WILEY publications.		
2. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).		
3. Avi Silberschatz, Henry F. Korth, S. Sudarshan, "Database System Concepts: Sixth Edition", by McGraw-Hill		

Video Content:
<p>Video link https://youtu.be/OrLZfvGJ5pw?feature=sha https://youtu.be/OrLZfvGJ5pw?feature=shared</p>

MBA –FIRST YEAR

Course Code	MBA 208	L	T	P	Credit
Course Title	Operations and Supply Chain Management	3	0	0	3
Course objective: The objective of this course is to					Duration: 40 Hours
1	<i>Develop an understanding of the concepts of operations management and productivity.</i>	CO1			
2	<i>Understanding the application of operations management in service firms as well as in manufacturing firms.</i>	CO2			
3	<i>Provide knowledge of material and inventory management.</i>	CO3			
4	<i>Understand recent trends and challenges of the supply chain in the current business environment.</i>	CO4			
5	<i>Enable students to understand and apply various concepts of total quality management in a business organization.</i>	CO5			
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Production Concepts	7 Hours			
Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout. Case Study					
UNIT-II	Operations Concepts	8 Hours			
Services scenario in India, the difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, and service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies					
UNIT-III	Material and Inventory Management	10 Hours			
Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, and aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED and HML (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies					
UNIT-IV	Supply Chain Management	8 Hours			
Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in the supply chain—Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies					
UNIT-V	TQM	7 Hours			
Concept of TQM, Deming’s 14 principles, Juran’s quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S. Case Studies					
Course outcome: At the end of the course, the student will be able to					
CO 1	Understand the concepts of operations management and productivity.	Understanding (K2)			
CO 2	Apply the concepts of operations management in service as well as manufacturing firms.	Applying (K3)			

CO 3	Understand and apply material and inventory management concepts in a manufacturing organization.	Understanding (K2) Applying (K3)
CO 4	Understand and analyze challenges in managing the supply chain.	Understanding (K2) Analyzing (K5)
CO 5	Apply total quality management concept to produce good quality products and services at competitive prices.	Applying(K3)

Textbooks

1. William J Stevenson-Operations Management (McGraw Hill, 13th Edition)
2. Jay Heizer and Barry Render- Operations Management (Pearson India 12th Edition)

Reference Books

1. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill, 6th Edition)
2. Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
3. Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
4. Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall, 5th Edition)

Video Content:

Video link

<https://youtu.be/ZNLaoFdcCPs?feature=shared>

<https://youtu.be/ZNLaoFdcCPs?feature=shared>

**MBA –FIRST
YEAR**

Course Code	MBA 209	L T P	Credit
Course Title	Comprehensive Viva	0 0 0	1
Pre-requisite	As per the academic regulations		
Course Objectives:			
1. <i>To assess the understanding and knowledge of various subjects of management.</i>			
2. <i>To develop communication and analytical skills of management students.</i>			
3. <i>To inculcate an interdisciplinary approach in students to solve business problems.</i>			
Expected Course Outcome:			
CO1: Integrate theory and practice. CO2: Analyze and solve different business-related problems. CO3: Develop a deep understanding and fundamental knowledge of the business environment. CO4: Develop a comprehensive approach integrating different areas of management.			
Guidelines:			
<ul style="list-style-type: none"> • The comprehensive viva voce is scheduled at the end of the 2nd semester to assess the understanding as well as application of the knowledge gained by the students by the end of the first year of the MBA program. • This is also to see the articulation of what is being learnt by them. • The idea is to see the response of students towards what is being taught in this curriculum and see their relevance not only in the practical field but also in its interrelationship. • The viva voce is of 100 marks to be conducted by the external examiner. • The external examiner asks different questions covering all the subjects and basic areas of management to judge whether the student remembers what he has studied and can explain the same to others. 			
Mode of Evaluation: Final Viva Voce			