



BHARATI VIDYAPEETH

DEEMED UNIVERSITY, PUNE

'A' Grade University Status by Ministry of HRD, Govt. of India

Re-Accredited by NAAC with 'A' Grade

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

MBA

CHOICE BASED CREDIT SYSTEM (CBCS)

SYLLABUS

Applicable with effect from 2016-17

SEMESTER I

MBA Semester I
MANAGEMENT CONCEPTS AND APPLICATIONS

Course Code	101	Course Type	FULL CREDIT
Credits	3	Marks	UE 60 + IE 40 = 100

Course Objectives:

1	To impart the understanding of basic management concepts.
2	To familiarize the learner about application of Management concepts.
3	To expose learner with basic concepts of functional management.

Syllabus:

Unit	Contents	Sessions
1	<p>INTRODUCTION TO MANAGEMENT:</p> <p>A. Introduction to Management- Definitions & Characteristics of Management-Scope of Management-Management – Science or Art?-Functions of Management. Administration and Organization</p> <p>B. The Evolution Of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles Of Management,.</p>	
2	<p>Management Functions – concept of "POSDCORB", Staffing, Coordination, Decisions, Decision Making process, Concept of Leadership</p>	
3	<p>PLANNING & ORGANIZING:</p> <p>A. Planning-Introduction to Planning & its Importance-Definitions- Benefits / Importance of Planning-Nature of Planning-Planning Process-Types of Planning- Repeated Use Plan-Single Use Plan.</p> <p>B. Organization-Introduction & Definition-Why study Organization?- Principles of Organization-Creating an Organization Structure- Informal Organization- Departmentalization, line and staff relationship</p>	
4	<p>DIRECTING , COORDINATING</p> <p>A. Span of Management-The Concept of Authority & Responsibility Definitions-Different views on Authority, Power & Authority, Limits of Authority, Centralization & Decentralization, Responsibility,</p> <p>B. Delegation of Authority, Advantages of Effective Delegation, What to delegate & What not to delegate?-Barriers to effective delegation- Guidelines for effective delegation-Distinctions between Delegation & Decentralization-</p>	
5	<p>CONTROL</p> <p>A. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Control Techniques, Use of IT for Controlling.</p> <p>B. Zero Base Budgeting and Management audit</p>	
6.	<p>FUNCTIONAL DEPARTMENTS AND SECTIONS - HR, Marketing, Production & Operations, Finance, etc.</p> <p>INTRODUCTION TO BUSINESS SECTORS: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc)</p>	

Suggested Readings		
	Koontz & O'Donnel	Principles Principles and Practice of Management of Management (McGraw Hill) -
	L.M. Prasad	Principles and Practice of Management
	Tripathi & Reddy	Principles and Practice of Management
	Websites	<ol style="list-style-type: none"> 1. https://india.gov.in/ 2. http://pmindia.gov.in/en/ 3. http://www.makeinindia.com/policy/new-initiatives 4. https://mygov.in/group/digital-india 5. www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MBA Semester I
MANAGERIAL ECONOMICS

Course Code	102	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:

- To impart knowledge about the theories of Economics required in Business scenarios
- to train the students to apply this theoretical knowledge to practical business situations

Unit	Contents	Sessions
1	Introduction to Economics For Business Introduction to Economics, Nature and Scope of Managerial Economics, Significance of managerial economics in decision making. Firm and its Objectives, Theories of Firm, Relevance of Profit Maximization in Modern Context, Role of a managerial economist	
2	Demand Analysis: Theory of Demand, Law of demand, Determinants of Demand, Elasticity of Demand – Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for managerial decision making, Market Demand and Company Demand, Demand Estimation, Demand Forecasting - meaning, significance and methods, Demand forecasting of a new product.	
3	Supply Theory: The Theory of Supply, Law of supply, supply elasticity – use in managerial decision making, Production concepts and analysis: Production and Cost, Production Function, Concept of Productivity	
4	Costs Cost concepts and analysis, Classification of Costs - Short Run and Long Term Costs, Cost Function - short run and long run cost curves and its managerial uses. Least Cost Combination of Inputs, Producer's equilibrium, Law of Variable Proportions, Returns to Scale, Scale Economies, Scope Economies, Estimation of Cost Function - Problem of Estimation of Cost and Production Function, Dual Relationship Between Cost and Production Function, L-Shaped Cost Function	
5	Market Structures Market equilibrium and Average Revenue concept, Market Structure: Perfect Competition: meaning, features and determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price and Output, Discriminating Monopoly, Relationship under different market structures, Pure and Perfect Competition: Monopolistic Competition – features, pricing under monopolistic competition, product differentiation Oligopoly – features, Oligopoly and barrier to entry, price leadership Pricing Strategies: Price Determination, full cost pricing, product line pricing, price skimming, penetration pricing. Prisoner's Dilemma and Game Theory approach to oligopoly decision making	
6	National Income: Concepts and Various methods of measurement of National Income, Inflation – Meaning, types and Causes, Business cycle, Profit concept and major theories of profit. Fiscal policy and impact on Managerial decision making	

Teaching Methodology

- Case Study Method and Mathematical Applications along with theoretic explanations.

Suggested Readings	
Adhikari , M.	Managerial Economics, Khosla Publication House, New Dehli, 1999
Artis M. J,	Macro Economics, Oxford University Press, 1985 Reprint
Craig P.H and W Chris Lewis	Managerial Economics, Prentice Hill Ltd, New Dehli
Bayes Michael	Managerial Economics and Business Strategy, Irwin, Chicago, 1997
Dean Joel	Managerial Economics, Prentice Hill Ltd, New Dehli

MBA Semester I
Financial and Management Accounting

Course Code	103	Course Type	FULL CREDIT
Credits	IV	Marks	UE 60 + IE 40 = 100

Course Objectives:	
•	To acquaint the students with the fundamentals of Financial Accounting.
•	To orient the students to the Accounting process involved in preparation of Books of Accounts and Financial Statements
•	To familiarize the students with the concepts of Cost and Management Accounting and applications of Management Accounting techniques

Unit	Contents	Sessions
1	Introduction to Financial Accounting Meaning, Objectives and Scope of Financial Accounting, Accounting Concepts and Conventions, Accounting Cycle, Role of Accountant in an organization	
2	Accounting mechanics Principles of Double Entry Book-Keeping, passing of accounting entries in Journal, Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor	
3	Introduction to International Accounting Standards: Development of international accounting and financial reporting rules, need for International Financial Reporting Standards (IFRS), Disclosure of Accounting Policies , reporting needs of emerging economies, IFRS for Small and Medium Enterprises(SMEs).	
4	Introduction to Cost and Management Accounting Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet. Nature and Scope of Management Accounting, Distinction between Financial and Management Accounting.	
5	Techniques of Management Accounting (Budgetary Control) Budgeting and Budgetary Control – Meaning, Objectives, Advantages and Limitations of Budgeting, Types of Budget, Practical Questions on Cash Budget and Flexible Budget	
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Standard Costing – Meaning and Application, Essentials of standard Costing, Variance Analysis- Material and Labour Cost Variances. Marginal Costing – Meaning of Marginal Cost, Characteristics of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety	

Teaching Pedagogy:

- Classroom lectures (two way communication)
- Classroom discussions by solving Case Study and Real Life Examples
- Audio Video Material (Analysis done by Finance heads of companies, news channels etc.)
- Self study
- Group Project (Application by implementation of concepts in the Financial Statements of the companies)

Suggested Readings		
1	R.L.Gupta, M.Radhaswami	Advanced Accountancy
2	S.N. Maheswari, S.K.Maheshwari	An Introduction to Accounting
3	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting
4	M N Arora	Cost and Management Accounting, Vikas publications Eighth Edition
5	Colin Drury of Huddersfield	Cost and Management Accounting: 6 th edition, ISBN 18440349X
6	Pauline Weetman	Financial and Management Accounting – An introduction by 5 th edition

MBA Semester I
ORGANIZATIONAL BEHAVIOUR

Course Code	104	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
•	To introduce the role of individual, group and organizational processes on individual behaviour in a work setting
•	To give insights on how concepts of organizational behaviour are applied by management practitioners and organizations

Unit	Contents	Sessions
1	<p>Introduction to Organizational Behaviour and Individuals in Organization - Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing organisational transitions, Managing new forms of Organisation.</p>	
2	<p>Learning, Perception, Attitudes and values Concept of learning, Theories of Learning – Learning curves. Perception – Factors influencing perception, Process, Managerial implications -Perception and attribution: meaning, halo effect, stereotyping, pigeon holing, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values Principles of reinforcement – schedules of reinforcement,</p>	
3	<p>Motivation Concepts to applications Concept of motivation - Definition - Theories of Motivation - Maslows' need Theory Herzberg, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y - Two Factor Theory - Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign</p>	
4	<p>Foundations of Group Behaviour Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness - Group decision making – Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective teams. Conflict - Process - Conflict management</p>	

5	Leadership Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership - Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership	
6	Emerging Issues: Stress: meaning and types, burnout, strategies to manage stress, Workforce diversity. Culture - Definition, Culture's function, need and importance of Cross Cultural training - Organizational Change	

Suggested Readings		
1	Robbins, Timothy Judge, Seema Sanghi	Organizational Behaviour - Stephen Pearson Prentice Hall, 12 edition
2	Fred Luthans	Organizational Behaviour, Mc Grow Hill Inc
3	John Newstrom and Keith Davis	Organizational Behaviour, Tata McGrow Hill, 11 edn
4	Kavita Singh	Organizational Behaviour , Pearson Publication

MBA Semester I
Statistical Techniques

Course Code	105	Course Type	FULL CREDIT
Credits	IV	Marks	UE 60 + IE 40 = 100

Course Objectives:	
•	To familiarize the students with the basic statistical techniques and their applications in business decision-making
•	To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.

Unit	Contents	Sessions
1	Importance of Statistics in Business Management Domain Business Statistics: Definition, Importance in management domain Organizing data: Frequency distribution, types of frequency distribution Diagrams and Graphs - Diagrammatic presentation of data, Graphs - Frequency polygon and frequency curve, Histograms, Cumulative Frequency Curves (ogives).	
2	Measures of Central Tendency and Dispersion Measures of Central Tendency: Arithmetic Mean, Median, mode, partition values – quartiles, deciles and percentiles, Applications in business. Measures of Dispersion: Range, Semi Inter-quartile range, mean deviation, standard deviation, coefficient of variation, methods of calculation and applications.	
3	Correlation Analysis Definition, Types of correlation, methods of studying correlation– Scatter Diagrams, Karl Pearson’s coefficient, Rank correlation, coefficient of determination. Application of Correlation to business and management	
4	Regression Analysis Definition, significance of regression method, regression lines, regression coefficient, Applications in business	
5	Probability and Probability Distribution Sample space, events, basic rules of probability, random variable, conditional probability, Bayes’ theorem Probability Distributions- Binomial distribution, Poisson distribution & Normal distribution. Problems based on Business applications.	
6	Association of Attributes Introduction, Notations, Classes and Class frequencies, Order of classes and Class Frequencies, Relation between Class frequencies: two attributes and three attributes, Yule’s Coefficient of association and interpretation Decision Making: Process of decision making, types of decision. Risk, uncertainty, etc. Criterion of decision making	

Teaching Pedagogy

Suggested Readings		
1	S.C. Gupta & Indira Gupta	Business Statistics
2	Richard I. Levin & David S. Rubin	Statistics for Management
3	Hooda R. P.	Statistics for Business and Economics, (2010, 4e), Macmillan
4	Terry J K (2007)	Business Statistics 2/e, Pearson Education, New Delhi
5	David and Lori	(2008) Applied Statistics in Business and Economics, Tata Mc Graw Hill
6	Q. Zamiruddin & V.K. Khanna, S. K. Bhambri	Business Mathematics
	Bhardwaj R. S.	Business Statistics

MBA Semester I
Legal Aspects of Business

Course Code	106	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
•	To provide students with in-depth understanding of business related laws

Unit	Contents
1	<p>The Indian Contract Act 1872: Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of Object, Capacity to contract, Free Consent, Modes of Discharge, Breach and Remedies, Quasi Contracts</p>
2	<p>The Sale of Goods Act 1930 Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods, Distinction between sale and agreement to sell, Performance of contract</p>
3	<p>The companies Act 1956 & Companies Act, 2013 Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following Kinds of companies, Formation of a company, Memorandum of Association(M/A), Articles of Association(A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends.</p>
4	<p>The Arbitration and Conciliation Act 1996 – Definition – Arbitration Agreement – Composition of Arbitral Tribunal – Jurisdiction of Arbitral Tribunal – Conduct of Arbitral Proceedings Alternative Dispute Resolution System</p>
5	<p>Consumer Protection Act, 1986. Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint - Unfair Trade Practices – Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies, consumer protection councils Objectives and Need of the Competition Act , 2002</p>
6	<p>The Information Technology Act, 2000 Introduction, Digital Signatures, Electronic governance, Cyber Laws, Cyber crime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000 Intellectual Property Rights: Introduction, Scope and objective of Patent Act, 1970. Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.</p>

Reference Material

Suggested Readings		
1	N. D. Kapoor	Mercantile Law, Sultan Chand & Sons
2	Dr. B. L Wghera	Universal Law Publication, Law relating to Intellectual Property
3	Dr. Paranjpe	The Arbitration and ADR
4	Dr. M. Dasgupta	Cyber Crime in India
5	Akhileshwar Pathak	Legal Aspects of Business, TMH, 3/e, 2009
6	K.R. Bulchandani	Business Law for Management, Himalaya Publications, 2008

MBA Semester I
Business Communication

Course Code	108	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
•	To familiarize with the process of communication and the principles & techniques of business communication
•	To enable student to understand the different dimensions of business communication
•	To enlighten about the communications strategy for managers

Unit	Contents	Sessions
1	<p>Fundamentals of Business Communication</p> <p>Meaning and importance of communication in business, Essentials of effective communication, Channels of communication, their effectiveness, limitations, Barriers to communication, approaches to effective Communication</p>	
2	<p>Communication in Organizations :</p> <p>Communication needs of business organization, Strategies for improving Organizational communication. Modes and levels of communications in organizations. direction of flow of communication in organization, networks of flow of communication – wheel network, chain network, Y network, circle network, etc.</p> <p>Dimensions of Business Communication – Intra-personal communication, Inter-personal communication, verbal communication, listening, feedback, types of feedback, importance of feedback, non-verbal communication, Intra-organizational communication, inter-organizational communication. Intra-cultural and inter-cultural communication. Formal and informal and their characteristics,</p>	
3	<p>Forms of Business Communication: Written Communication, Principles of Effective Written Communication.</p> <ul style="list-style-type: none"> • Business letters – Parts of business letters, letter formats, envelope, address on envelope, • Types of business letters : office order, office circular, invitation letters, enquiry letters, trade reference letters, etc • Letters from Purchase department, Letters from the Sales /Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints, • Letters to staff, Memos, Writing Emails. Office notes, Reminders and Follow ups, Employee Newsletters, • Meetings, Notices, agenda, minutes of the meeting • Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation 	

4	<p>Communication Strategy for Managers: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication.</p> <p>Technology enabled communication – role of technology, different forms of technology for communication, telephone, tele-fax, teleconferencing, email, text messaging, podcast, blog, wikis, videos, social media, power point, etc. Netiquettes, internet etiquettes</p>	
5	<p>Exercises for Oral Communications: Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz</p> <p>Effective notes taking, Strategies to improve reading skills, Speech Writing, Creative Writing. Oral Communication: Speaking skills, Public Speaking, Effective Listening, Strategies for Communicating in Teams</p>	
6	<p>Curriculum Vitae, Invitation To Interviews, Offer Of Employment, Job Description, Letter Of Acceptance, Letter Of Resignation.</p> <p>Business Reports and Proposal: what is a report? Elements of effective business report, purpose of writing reports, steps in writing a routine report, Corporate reports. Format of a business report</p>	

Reference Books

1. Business Communication , second edition, by Meenakshi Raman,Prakash Singh, Oxford Higher Education.
2. Business Communication , second edition, by R.K.Madhukar, Vikas Publications.
3. Business Communication , second edition, by Asha Kaul, PHI Publications.
4. Communication for Business , Fourth edition, by Pearson Education.
5. Business Communication , second edition, by P.D.Chaturvedi, Mukesh Chaturvedi, Pearson.

MBA Semester I
Information Technology skills for Managers

Course Code	108	Course Type	FULL CREDIT
Credits	III	Marks	IE = 100

Course Objectives:	
•	To understand the basics of computer hardware and software
•	To impart the IT skills and knowledge necessary for managers

Unit	Contents
1	<p>Introduction to Computer</p> <ul style="list-style-type: none"> • Introduction to types of Computer systems, Basic Computer operations, connecting devices • Networks: Networking hardware, types of network, Internet, Intranet and Extranet Applications, • Practical data processing application in business, and Computer applications in various areas of business.
2	<p>Computer Software:</p> <ul style="list-style-type: none"> • Types of software (System, application, utility), • types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), • software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems.
3	<p>IT Skills: Lab sessions necessary</p> <p>Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc</p> <p>MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.</p> <p>MS Excel – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc. Introduction to HRIS, Introduction to Tally Package for accounting.</p>
4	<p>Internet, Security and E-Commerce: Introduction, Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities</p>
5	<p>Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems(TPS, MIS, OAS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing</p>

	system, Human Resource systems and Marketing systems, Operations and Financial Management systems.
6	<p>Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, changing role of CIO. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media facebook, tweeter, linkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation.</p> <p>Managing E-identity, Security issues: Precautions in using the Information technology tools and media. Secure surfing, Creating Profile on Social Media. Online security, e-fraud – types and preventions, threats from use of IT systems, threat I against IT system,</p>

Book:

1. "Information technology for Management" by Ramesh Behl, Tata McGraw Hill Publication, 2nd edition
2. "Computer Fundamentals" by Pradeep K Sinha, Priti Sinha, BPB Publication,
3. "Computer Application in Management" by A. K. Saini, Pradeep Kumar, Anmol Publications Pvt. Ltd.
4. "Interpreting Information Systems in Organizations" by Geoff Walsham ,The Global Text Project , 2011

<http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf>
5. "Information Technology for Management" by Henry C. Lucas -,McGraw-Hill/Irwin , 2009

<https://dl.dropboxusercontent.com/u/31779972/Interpreting%20Information%20Systems%20in%20Organizations.pdf>
6. "Information Systems for Business and Beyond" by David T. Bourgeois, Saylor Foundation , 2014

<https://dl.dropboxusercontent.com/u/31779972/Information%20Technology%20For%20Management.pdf>

MBA Semester I

Soft Skills-I

Course Code	109	Course Type	Half Credit
Credits	II	Marks	IE = 50

	Course Objectives:
	<ul style="list-style-type: none"> To sensitize the students about the current environmental & health related issues that comes from inadequate waste management. To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens
Unit	Contents
1	SWOT Analysis : Basics of PERSONAL SWOT analysis, Identifying Strengths, Weaknesses, Deficiencies ETC. Performing SWOT on yourself
2	The Art of Effective Communication: Presentation skills Group Discussion, Debates
3	Time Management : Importance of setting Tasks Applying basic principles of Time management; identify productivity cycles, and set goals and priorities Create a time management plan and a daily plan Effectively utilize time by using technology and reducing time wastage. Manage interruptions, increase meeting productivity, overcome personal time wasters, and prevent personal work overloads. Screen and organize information to reduce information overload.
4	Public Speaking Skills : Public Speaking skills Emoting: Importance of Eye Contact, Audience engagement Forms of speech, Content Preparation, Debating, Extempore - Do's and Don'ts
5	Body Language: Details about body language for effective communication
6	Verbal communication in practice, Speaking Skills, Assertiveness, Strategies For Assertiveness : Use Of Language, Empathetic Presentation, Paraphrasing, Asking Questions, Visualization And Realization Of Goal, Create A Positive Impression, Indicators Of Assertive Behavior, How To Say No , (Provide reason and logic, Broken Record, Rain Check) Listening Skills : Importance of listening, Techniques of effective listening, practical exercise on improving listening skills

MBA Semester I
Waste Management

Course Code	110	Course Type	Half Credit
Credits	II	Marks	IE = 50

Course Objectives:	
•	To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.
•	To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit	Contents	Sessions
1	Introduction to Ecosystem and Waste Management. Types, Importance and Need of Waste Management - Waste Management practices in Indian Industries – Future challenges in Waste Management. Ecosystem - Meaning, Types, Components, Structure and Functions, Levels of organization in nature- Food chain and Tropic structure, Biogeochemical Cycles, Energy flow - Definition	
2	Collection and Disposal of Waste Site selection and plant layout of an incinerator, Collection of Waste, problems in collection of waste, Waste Disposal methods- Landfill, Incineration/Combustion, Recovery and Recycling, Composting	
3	Electronic Waste Management. E-Waste - Meaning, Sources of E-Waste and their effects on environment and human beings	
4	Students shall undertake desk research on e- waste management systems adopted by commercial organisations.	
5	Students shall visit Waste Management Department of Local Administrative Bodies like Municipal Corporation, Municipal Councils etc. and prepare a report on how waste management is done in their area.	
6	Report Preparation and Presentations on Unit no. 4 and 5	

Pattern of Evaluation:

The performance of students in this course shall be evaluated as under –

- A) Class Participation – 10 Marks
- B) Presentation – 10 Marks
- C) Mini Project Report – 10 Marks
- D) Viva – voce Examination on Mini Project Report at end of term – 20 Marks

References:

1. Solid Waste Management : Subhash Anand, Mittal Publications, New Delhi (2010)
2. E- waste: Implications, Regulations and Management in India abd Current Global Brst Practices – Rakesh Johri, TERI Press New Delhi (2008)

Website:

Ministry of Environment, forest and Climate Change , Government of India (<http://envfor.nic.in/content/draft-waste-management-rules>)

MBA Semester I
Life Management Skills

Course Code	111	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives:
<ul style="list-style-type: none"> Provide guidelines to apply life skills into practice.

Unit	Contents	Sessions
1	Introduction: Definition of life skills concept: Definition, concept of skill in Life Skills, primary goal of life skills programme. Definition of Personality, Determinants of Personality- biological, psychological and socio- cultural factors., Misconceptions and clarifications , Need for personality development	
2	Coping: meaning, types of coping strategies – 1) appraisal focused (Adaptive Cognitive), 2) problem focused (adaptive behaviour) & 3) Emotion Focused	
3	Empathy: Meaning, difference between empathy and sympathy, Anger and stress: meaning and strategies to overcoming the same.	
4	Study Skills: Meaning, types of study skills, methods based on memorization – rehearsal and role learning, Exam Strategies- time management, organisation and life style changes.	
5	Moral Development: Meaning, interpersonal influences on moral development, moral development and social exclusion. ABC of moral life. Morality: Morality and culture, morality and intergroup attitudes, moral emotions	
6	Self Awareness : Self Management Self Evaluation, Identifying one's strength and weakness, Planning & Goal setting, Managing self –emotions, ego, pride. , Self discipline, Self criticism , Recognition of one's own limits and deficiencies Independency etc , Thoughtful & Responsible behaviour Community and Community Development: Individual's role and responsibility in society.	

References:

1. Critical Thinking Skills: Developing Effective Analysis and Argument, Stella Cottrell
2. Academic Writing: A handbook for International Students, Stephen Bailey
3. Effective Study Skills: Step by Step System to Achieve Student Success , Semones
4. Critical Thinking and Analysis : Mary Deane
5. Developing and Applying Study Skills : Writing Assignments, Dissertations and Management Reports, Donald Currie
- Assignment and Thesis Writing , Jonathan Anderson

Magazine: Human Capital

MBA Semester I
Event Management

Course Code	112	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives:
<ul style="list-style-type: none"> To groom the students with a view to hone their Event Management Skills by giving them the required exposure

Unit	Contents	Sessions
1	The concept of event, its different managerial dimension from the various functions point of view. e.g. planning to close activities of any event	
2	<p>Types of events</p> <p>Different types of event in Corporates, Social Programmes and Private Programmes:</p> <p>The expected outcome is preparation of a list consisting at least 10 Programmes in Education, Health Care etc. with their distinctive features of audience, beneficiaries and deliverables.</p>	
3	<p>Hands on Event Management</p> <p>1. The total number of students shall be divided into a group of 06 students each. They should organize /conduct/ manage the events of the institute. They are expected to prepare budget of the event, plan the event in its minutest details, organize, and execute the event, take feedback of all stakeholders and prepare a report to be given for publication in the media, follow up with media through proper channel etc. (The above assignment shall be for 20 marks)</p>	
4	<p>2. Post event assessment of any 03 programmes organized during the term. A student or a group of 02 students shall be assigned the event which has taken place recently at institute and they shall make an inquiry into its success and effectiveness by rating them on the basis of appropriate parameters and shall submit the assignment to the respective teacher . This exercise shall be for 20 marks.</p>	
5	<p>Report on Learning outcomes of this course</p> <p>A student shall prepare a report on what he learnt from the events and submit it to the concerned teacher.</p> <p>The report shall include mainly the description of occasion, the person involved and what guiding principles they have received from them</p>	
6	This report shall be assessed for 10 marks for its preparation and 10 marks for oral examination	

Recommended Books :

1. Successful Event Management; Anton Shone Beyn Parry; CengageLrng Business Press.
2. Event Management (Paperback); AshutoshChaturvedi; Global India Publication Pvt. Ltd.
3. Event Planning and Management; Sharma D.; Deep & Deep Publications Pvt. Ltd.
4. Event Marketing and Management; S.S. Gaur; Vikas Publication House Pvt.Ltd (2010)
5. Event Management; Sita Ram Singh; Ash Publishing Corporation.

MBA Semester I
Social Media Management

Course Code	113	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives:
• To introduce the learners to the different social media
• To educate about the strengths and weaknesses of Social Media

Unit	Contents	Sessions
1	INTRODUCTION TO SOCIAL MEDIA Introduction to Social Media, What is Social Media? How Social Media developed? Managing Information, Aggregators, Google , Alerts, Blogs	
2	GETTING READY FOR SOCIAL MEDIA Getting ready for Social Media- Content Management, Touchpoint analysis Scheduling, Creating content, Managing content programs, Planning Worksheets	
3	LEGAL ASPECTS OF SOCIAL MEDIA The Legal side of Social Media, In-house guidelines, Copyright and Trademark Implications, Blogs, Blogger	
4	PODCASTING Podcasting What is it? Where to find How to create a) Hardware b) Software Facebook Facebook - Creating groups and pages Tips and Guides, Facebook Posts Paid Promotion Ads Contests	
5	GOOGLE + Google+ Set-up and usage, Company profile Hangouts, SEO What is it? How it is determined, How to affect it, Google's role, YouTube- Long-form video platforms, Setting up a channel, Managing content	
6	VI SOCIAL MEDIA SITES Twitter, Set-up and usage, Tips i Up and Coming Social Media LinkedIn- LinkedIn Tips and Guides, Review of profiles Pinterest Visual social media and bookmarking Set-up and management, Collaborative Marketing & Crowdsourcing	

Please note that practical session for all the above topics has to be conducted along with theory class.

114: Current Affairs

Credits	Half	Marks	50
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	Course Objectives:
•	To develop in the students the skill to read the latest news related to business and general

	Students will be required to read, listen to or watch the news regularly and come back and report in college either through presentations or submissions.	
	Preparing a scrap book of top ten news in the last two months may be thoroughly studied and presented.	
	Project, quiz, scrap book etc.	

MBA Semester I
Data Analysis Using Software Tools (SPSS) – Open course

Course Code	115	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents	Sessions
1	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option	
2	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files	
3	Graphs Creating and editing graphs and charts	
4	Frequencies Frequencies, bar charts, histograms, percentiles	
5	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure	
6	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.	

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings	
Darren George, Paul Mallery:	SPSS for Windows – Step by Step : Pearson Education, (LPE).
Gupta S. L. :	SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
Alan Bryman, Duncan Cramer :	Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA Semester I
Data Analysis Using Software Tools (EXCEL) – Open course

Course Code	115	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analyzing data and presenting it using MS-Excel.

Unit	Contents	Sessions
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts	
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif	
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.	

Teaching Methodology

- Case based Lectures, discussions, practical in labs.
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Suggested Readings

1. Albright :	Data Analysis and Decision Making Using MS Excel
2. Stwphen Nelson :	Data Analysis For DuMmIES
3. Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel Bools

MBA Semester I
Supply Chain Management

Course Code	116		Course Type	HALF CREDIT
Credits	II		Marks	IE = 50

Course Objectives:

<ul style="list-style-type: none"> • An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
<ul style="list-style-type: none"> • An understanding of the management components of supply chain management
<ul style="list-style-type: none"> • An understanding of the tools and techniques useful in implementing supply chain management
<ul style="list-style-type: none"> • Knowledge about the professional opportunities in supply chain management.

Unit	Content	Sessions
1	<i>The Basics of Supply Chain Management-</i> Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions	
2	Logistics Management: Logistics as part of SCM, Logistics costs, logistics sub-system, inbound and outbound logistics	
3	<i>Planning Demand and Supply-I:</i> Introduction, Three Components of SCM, Demand Management, Demand Forecasting	
4	<i>Procurement and Inventory Management-</i> Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs	
5	<i>Supply Chain Benchmarking-</i> Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure	
6	<i>Recent Trends in Supply Chain Management-</i> 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	

Reference Books

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1stEd.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5thEd.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1stEd.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1stEd.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rdEd.)

SEMESTER II

MBA Semester II
MARKETING MANAGEMENT

Course Code	201	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
<ul style="list-style-type: none"> To enhance management students' knowledge as regards to basics of marketing and know the applications of marketing skills required 	

Unit	Contents	Sessions
1	<p>Introduction to Marketing: Core concepts of marketing: Need, want, demand, value, exchange, customer satisfaction & customer delight. Marketing Vs Selling. Approaches to Marketing: Production, Product, Sales, Marketing, Societal, Relational. Marketing Environment: Analyzing Macro Environment - Political, Economic, Socio-cultural and Technical Environment (PEST analysis)</p>	
2	<p>Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. targeting strategies. Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>	
3	<p>Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line, width, length, depth. Product life cycle – Concept, stages in PLC, characteristics and strategies for each stage of PLC. Brand – Concept, Brand Creation Price – meaning, objectives of pricing, pricing approaches- cost based, competition based and market based, pricing strategies- skimming pricing, penetrative pricing ,psychological or odd pricing, perceived value pricing , loss leader pricing etc. Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions-factors considered for selection and motivation of dealers and retailers,</p>	

	<p>channel conflict- concept, types of channel conflict, ways to resolve channel conflicts</p> <p>Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.</p> <p>Brief Overview- People, Process, Physical Evidence</p>	
4	<p>Consumer Behaviour: Concept of Marketing Myopia.</p> <p>Meaning of Consumer, customer, consumer behaviour and buying motives.</p>	
5	<p>Marketing Planning and Control:</p> <p>Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit and marketing ratios.</p>	
6	<p>Marketing Research:</p> <p>Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview.</p>	

Teaching Methodology

- Classroom Discussions
- Case Study Discussions and Real Life Examples
- Audio Video Material
- Field Assignments

Books Recommended:-

1. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
2. Marketing Management – Rajan Saxena, Tata McGraw Hill Publications
4. Marketing Management - V.S.Ramaswamy and S.Namakumari ,
5. Services Marketing – Christopher Lovelock
6. Fundamentals of Marketing - Stanton
7. Marketing Research – G.C. Beri.

Magazine/ Yearbook

- Marketing White book – The Essential Handbook for Marketers: Business World Publications.

Website: www.trendswatching.com

MBA Semester II
Financial Management

Course Code	202	Course Type	FULL CREDIT
Credits	IV	Marks	UE 60 + IE 40 = 100

Course Objectives:
<ul style="list-style-type: none"> • To introduce the fundamentals of Financial Management • To orient on the financial decision making techniques and Financial Statement Analysis

Unit	Contents	Sessions
1	Introduction Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Dividend Decision and Financing Decision	
2	Investment Decision Importance and process of Capital Budgeting, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted payback period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques (Theory only)	
3	Working Capital Management Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital	
4	Sources of Long Term Domestic Finance Shares, Debentures, Retained Earnings, Financing through Financial Institutions, International Financing, Venture Capital financing: concept and Venture capital scenario in India, Recent Case Studies and examples on above topics	
5	Capital Structure and Cost of Capital Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Problems and Case Studies on Capital Structure- EBIT- EPS Analysis, Concept and Types of Leverage, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital.	
6	Financial Statement Analysis Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. Problems on Ratio analysis Funds Flow Statement and Cash Flow Statement. (Theory only)	

Reference Material

Books

1. Financial Management – Theory and Practice – Prasanna Chandra
2. Financial Management – I.M. Pandey
3. Financial Management – Khan and Jain
4. Financial Management – R.P. Rustogi
5. Financial Management – Theory and Practice Eugene F. Brigham, Michael C. Ehrhardt 11th edition.

Journals

1. Journal of Financial Statement analysis
2. Asia Pacific Journal of Accounting and Economics
3. Research Journal of Finance and Accounting

MBA Semester II
Human Resource Management

Course Code	203	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:
<ul style="list-style-type: none"> • To explain the significance of HRM and changing role of HRM • To bring out the role of HR in organizations effectiveness and employee performance

Unit	Contents	Sessions
1	Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Global perspective of HRM	
2	Human Resource Planning: HR, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of methods of recruitment. Steps in selection	
3	Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Types of training, Training evaluation, Executive Development, Concept of Career Development	
4	Wages and salary Management Job Evaluation, Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation,	
5	Performance Appraisal: Need and Importance of Performance Appraisal Performance Appraisal I Process, Methods of Performance Appraisal	
6	Employee Relations Management: Overview of Employee Relations Management, Importance of Relations Management, Employee Relation Management Tool, Issues in Employee Relation Management.	

Reference Material :
<ol style="list-style-type: none"> 1. Gary Dessler, Biju Varkey - Human Resource Management, Pearson Publication, 12th Edition 2. Seema Sanghi, Human Resource Management, Macmillan Publication, 2011 3. Decenzo, Robbins, Human Resource Management, John Wiley & Sons Inc, Sixth Edition 4. V.S.P. Rao, Human Resource Management 5. K. Ashwathappa, Human Resource Management 6. Edwin Flippo, Personal Management

MBA Semester II
International Business

Course Code	204	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
	<ul style="list-style-type: none"> To give an overview of Global Business Environment.
	<ul style="list-style-type: none"> To acquaint students with intricacies of Cross Border Trade Transactions

Unit	Contents	Sessions
1	Introduction of international Business Definition of International Business, Nature and Scope of International Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Statutory Basis of International Business Introduction to India's Foreign Trade Policy,	
2	Globalization Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization International Trade Theories Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory	
3	Development in Monetary Scenario Breeton Woods System to EURO and its Implications, SAARC,G7 ,G20 and BRIC countries, Country Risk Analysis	
4	International Financial Organizations and Environmental framework Role of GATT, WTO,IMF and World Bank, EPRG Framework. Comparative Environmental framework, Cultural, Political, Legal and Economic framework,	
5	Balance of Payment Classification, Basic Balance and Overall Balance, Credit and Debit Entries in BOP, Convertibility – Current and Capital Account, Purchasing Power Parity	
6	Foreign Exchange Rate and Market Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate , Offshore Currency and Market, Export and Import Strategies, Collaborative and Control Strategies	

Reference Material

Books

1. International Business, P.Subba Rao
2. International Business Environment, Francis Cherunilam
3. International Financial Management, Justin Paul
4. International Business, V.K.Bhalla, S.Shiva Ramu

MBA Semester II
Production and Operations Management

Course Code	205	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:
<ul style="list-style-type: none"> To equip students with fundamentals of Manufacturing business for related aspects.
<ul style="list-style-type: none"> To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Materials Management, SCM ,QA, EHS and Quality System Certification, JIT etc.

Unit	Contents	Sessions
1	Concepts & scope of POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Functions & internal relations of various Departments in manufacturing Unit; Production administrations & responsibilities. Production process selection decisions, Types of Production (Jobs, Batch, Mass etc.)	
2	Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Job sequencing, Assembly Line Balancing.	
3	Facility Planning& Layout Selection of Product, Factors affecting Plant Location Decision, Plant Layout: objectives, types.	
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.	
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numericals, Waste disposal/ reduction. Basic concept of Material Requirement Planning (MRP).	
6	Emerging Trends in POM: Supply Chain Management (SCM), Just in Time (JIT), Quality Control, Quality Assurance (QA), ISO certification, Enterprise Resource Planning (ERP),Total Quality Management (TQM), TPM, EHS: Culture, employee involvement Concept. Quality Circles.	

References

1. Production and Operations Management- L.C.Jhamb
2. Production & Operation Management- Chunawala & Patel
3. Production & Operations Mgt. – Everett Adams & Ronald Ebert.
4. Production & Operations Mgt. – Dr. N.G. Nair – Tata McGraw Hill Ltd.
5. Production & Operations Mgt. – S.N. Chary – Tata McGraw Hill Ltd.
6. Production & Operations Mgt. – E.S. Buffa – Tata McGraw Hill Ltd.
7. Supply Chain Management- Sunil Chopra

Journals:

International Journal of Operations & Production Management, IEEE Journals, Journal of Operations Management

Internet Resources: www.poms.org, www.iimm.org, www.sae.org, www.iso.org

MBA Semester II
Research Methodology

Course Code	206	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives:	
	<ul style="list-style-type: none"> To equip the students with an understanding of the research process, tools and techniques. To introduce the students to the scientific research process and its applications to business and management
	<ul style="list-style-type: none"> To enable the students understand the know-how of conducting surveys and reporting the research.

Unit	Contents	Sessions
1	<p>Introduction to Research Methodology Meaning, Definitions, Characteristics and Objectives of research, Motivations in research, Types of Research, Importance of research in managerial decision making, Research in functional / business areas, Qualities of a good researcher</p>	
2	<p>Research Process Steps in research process. Defining the Research Problem - Problem Formulation and Statement of Research Problem – Framing of Hypothesis. Research Design: Meaning, Characteristics, advantages and importance of research design. Measurement – types and errors in measurement, Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability. Designing of Research Projects – Research Proposal, Pilot surveys,</p>	
3	<p>Sampling and Sampling Designs Census and sample survey, Need and Importance of Sampling, Probability and non-probability Sampling techniques. Data collection – Primary and secondary sources of data, methods of collecting primary data – interview, observation, questionnaires, survey methods etc, Library and Documentary Sources etc. Use of secondary data, precautions while using secondary data, Limitations of different data collection methods.</p>	
4	<p>Processing and Analysis of Data Meaning, importance and steps involved in processing of data, Use of Statistical tools and techniques for research data analysis. Testing of Hypothesis – Procedure, terms, Chi Square test. Analysis and Interpretation of Data - Interpretation of results, techniques of Interpretation.</p>	
5	<p>Reporting of research work Types of Reports, Report Writing: Importance of written and oral reports presentation, format of a good research report, Presentation of Reports.</p>	

6	Role of Computer in Research The Computer and Computer Technology, Important characteristics, Computer Applications, Computers and Researcher, Use of Statistical Software Packages.	
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Teaching Methodology

- **Case Study Method**
- **Project work:** (Mini project: Students to select a Unit and conduct a study or survey on any managerial application and carry out the project under the guidance of the faculty in groups of four-five. Prepare report and present the results.)

Reference Material

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Kothari C. R.: Research Methodology
3. Uma Sekaran (2010) Research Methods for Business, 4th edition, Wiley.
4. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
5. Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
6. Michael V. P.: Research Methodology.
7. Fred N. Kerlinger : Foundations of Behavioral Research.
8. Research Journals.

MBA SEM II
Business Environment

Course Code	207	Course Type	FULL CREDIT
Credits	III	Marks	UE 60 + IE 40 = 100

Course Objectives

- To enable the students to understand the overall business environment within which an organization has to function.
- To enable students to understand its implication for decision making in business organizations.

Unit	Contents	Sessions
1	Introduction to Business Environment: - Nature and scope of business, goals meaning of environment of business, objectives, environmental analysis, significance/benefits of environmental analysis, environmental factors/types, techniques of environmental forecasting, limitations of environmental forecasting.	
2	Economic Environment: - Nature of economy, structure of economy, understanding economic system, economic policies- Industrial Policy and Trade Policy, Fiscal Policy, Monetary Policy, National Income and GDP, composition and growth trends.	
3	Regulatory Environment: - Functions of state, Economic role of Government, Government and Legal System, the constitutional environment, forms of Government regulations, state intervention and control, business- Government interference.	
4	Socio-Cultural Environment: - Business and Society- social responsibility of business social orientation of business, the Indian scenario, social audit, impact of culture on business, other socio-cultural factors and business, Consumer Protection Act, Consumer rights, Right to information Act, business ethics and corporate governance.	
5	Natural and Technological Environment: - Natural Environment, technological environment and their impact on business, innovation and business technology and competitive advantage, economic effects of technology, technology policy and government promotional facilities.	
6	Global Environment and Institutions: - Globalisation- meaning, features, benefits, challenges, globalization of Indian businesses GATT and WTO – understanding WTO, functions, structure, implications for India, regulation of foreign trade- Foreign Trade Act, EXIM policy, FEMA.	

Suggested Readings

Raj Agarwal	Business Environment
Francis Cherunilam	Business Environment-
K. Aswathappa	Essentials of Business Environment

MBA Semester II
Business Ethics & Corporate Governance

Course Code	208	Course Type	FULL CREDIT
Credits	III	Marks	IE =100

Course Objectives

- To enable the students understand the importance of Ethical values and corporate social responsibility in the contemporary business.

Unit	Contents	Sessions
1	Introduction Overview of Business Ethics: Importance of Business Ethics, Development of Business Ethics, Ethical Issues in Business, Ethics as a Dimension of Social Responsibility. Ethics and Management. Ethics and values, Norms, Beliefs, Morality	4
2	Ethical Decision Making Process Ethical Decision Making and Corporate Governance, Moral Philosophies and Moral Development. Factors involved: Corporate Culture, Structure, Relationship and Conflicts. Framework for ethical decision making.	6
3	Spirituality and Ethics Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism.	8
4	Social, Environmental and Ethical Issues in Business Issues and opportunities for Business in socio-environmental context, Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues:	10
5	Ethics in Business disciplines: Ethics and Marketing, Ethics and Human Resource Management, Ethics and Finance, Ethics and technology	5
6	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti-Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values,	4

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings	
Murthy CSV	Business Ethics, Himalaya Publishing House.
Velasquez Manuel G –	Business Ethics, Eastern Economy Edition.
Ferrell O C, Fraedrich John Paul, Ferrell Linda –	Business Ethics, Ethical Decision Making and Cases, Biztantra.
Hartman L, Chatterjee A, -	Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
Boatright John –	Ethics and the conduct of Business, Pearson Education.

MBA Semester II

Soft Skills -II

Course Code	209	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Unit No	Details to be covered	
1	<p>Developing Interpersonal Skills and Teamwork: The Importance of Interpersonal skills at the workplace Collaborating with Teams to deliver value. Effective Professional Networking. Developing Problem Solving skills</p>	
2	<p>Etiquette and Manners : E-Mail etiquette, Dining etiquette, Social etiquette, business etiquette, telephone etiquette, Meeting Etiquette</p>	
3	<p>Introspection: Knowing yourself , your comfortable areas or subjects, Companies, sectors, functions, Employer Research Skill set and competency mapping</p> <p>Goal Setting : Why set goals, set personal goals, SMART goals, tips for setting goals, achieving goals.</p> <p>Presentation Skills : Presentation Skills -do's and don'ts Practical exercises on presentation skills.</p> <p>Leadership Skills : Assessing leadership qualities – experiential learning of leadership skills exercise in team work.</p> <p>Decision Making Skills : Decision Making through logic and Reasoning, dealing with personal problems, diagnosing and solving people problems, tools for effective decision making</p> <p>Quantitative Logical reasoning Mathematical through– quizzes – General Knowledge – Puzzles, emotional intelligence -coping with emotions, interpersonal conflicts, emotional, rational balance</p>	
4	<p>How to create a winning CV : Designing an Impressive CV Defining the objective Customizing the CV for each job Identifying and Highlighting the right set of strengths Presentation of academic and professional achievements Formatting Styles, Do's and Don'ts and common mistakes</p> <p>Preparing for Interview: Attire and Etiquette : Greetings, posture, handshakes, manners and actions, Common Interview blunders, Frequently asked questions for Freshers and Experienced professionals</p>	

5	<p>Structure and Format of a GD</p> <p>Difference between a Discussion & an Argument</p> <p>Observing, Reflecting and designing responses within a group</p> <p>The art of being assertive and persuasive</p> <p>Defining the correct Body Language and posture, Common Do's and Don'ts, Practice and Exercise</p>	
6	<p>Simulated Interview Situations</p> <p>Do's and Don'ts before an Interview</p> <p>Common formats of Company Interview assessments</p> <p>What to speak?</p> <p>Latest developments about the specific sector for last 5 years</p>	

MBA SEM II
Introduction to Business Analytics

Course Code	210	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Objectives:	<ul style="list-style-type: none"> • To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. • To become familiar with the processes needed to develop, report, and analyze business data
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Unit	Contents	Sessions
1	Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied	
2	Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification, Introduction to Data Mining, Data mining process, data mining tools XL MINER.	
3	Introduction to decision modeling – optimization, use of excel to solve business problems	
4	Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis	
5	• Loyalty Analytics, Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics Customer Segmentation, Cross- Sell or Upsell Models	
6	Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics Project Work	

1. Purba Halady Rao, Business Analytics – an application focus, PHI Learning, 2013, ISBN 978-81-203-4819-6

MBA Semester II
Data Analysis Using Software Tools (SPSS) – Open course

Course Code	211	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents	Sessions
7	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option	
8	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files	
9	Graphs Creating and editing graphs and charts	
10	Frequencies Frequencies, bar charts, histograms, percentiles	
11	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure	
12	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.	

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings	
Darren George, Paul Mallery:	SPSS for Windows – Step by Step : Pearson Education, (LPE).
Gupta S. L. :	SPSS 17.0 for Researchers, International Book House Pvt. Ltd.
Alan Bryman, Duncan Cramer :	Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge

MBA Semester II
Data Analysis Using Software Tools (EXCEL) – Open course

Course Code	211	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analyzing data and presenting it using MS-Excel.

Unit	Contents	Sessions
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	
5	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	
6	Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts	
7	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif	
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.	

Teaching Methodology

- Case based Lectures, discussions, practical in labs.
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Suggested Readings

1. Albright :	Data Analysis and Decision Making Using MS Excel
2. Stwphen Nelson :	Data Analysis For DuMmIES
3. Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel Bools

MBA Semester II
E-Commerce Applications

Course Code	212	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Course Objectives

- To enable knowledge about E-commerce, security issues of e-commerce, payment systems of e-commerce and various e-commerce applications.

Unit	Contents	Sessions
1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	
2	Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.	
3	E-commerce Security Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.	
4	E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.	
5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	
6	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, , M-commerce applications, Mobile information Services, Mobile banking and trading.	

References

E-Commerce, C.S.V. Murthy,	Himalaya Publishing House
E-Commerce A Managerial Perspective	P.T.Joseph, Prentice Hall of India
Frontiers of Electronic Commerce	Kalakota and Whinston, Pearson Education

MBA Semester II
Societal concerns and NGO Operations

Course Code	213	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Unit	Contents	Sessions
1	Introduction: NGO: concept, Characteristic features , types of NGO, social clubs, blood banks. Changing roles of NGO , NGO organizational structures .	
2	NGO vs. Profit oriented organizations, features, Objectives , process and tasks of NGO, problems and prospects of NGO in India.	
3	Problems and prospects of NGO in India and abroad, Role of government as a caretaker, planner for growth and development of NGO in India.	
4	Business system and Societal aspects of Business- concept of Business – society relationships, Business as social system.	
5	Social obligations and social responsibilities of business enterprise, Impact of business enterprise on society- business –its objectives and socially oriented organization.	
6	Business its relationships with its stakeholders, business types of business enterprise , its contribution towards society, business core competency, sustainable advantage concept and applicability.	

FOREIGN LANGUAGE

Course Code	214	Course Type	HALF CREDIT
Credits	II	Marks	IE = 50

Syllabus for Foreign Language to be as per the Language offered and standard norms

MBA Semester II
Six Sigma

Course Code	215		Course Type	HALF CREDIT
Credits	II		Marks	IE = 50

Course Objectives:

<ul style="list-style-type: none"> • Understand Six Sigma Methodology and how it applies to their day-to-day work
<ul style="list-style-type: none"> • Demonstrate tools and techniques required to assist Black Belts in their company's Six Sigma projects
<ul style="list-style-type: none"> • Identify and implement small-scale improvement projects

Unit	Content	Sessions
1	Overview: Six Sigma and the Organization Value of six sigma, Organizational goals and six sigma projects, Organizational drivers and metrics	
2	Define Phase Project Identification, Voice of the customer (VOC), Project management basics, Management and planning tools, Business results for projects, Team dynamics and performance	
3	Measure Phase Process analysis and documentation, Probability and statistics, Statistical distributions, Collecting and summarizing data, Measurement system analysis (MSA), Process and performance capability	
4	Analyze Phase Exploratory data analysis, Hypothesis testing	
5	Improve Phase Design of experiments (DOE), Root cause analysis, Lean Tools	
6	Control Phase Statistical process control (SPC), Control plan, Lean tools for process control	

Reference Books

1. The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 100 Tools for Improving Quality and Speed by Michael L. George, John Maxey, David Rowlands and Mark Price
2. The Six Sigma Way: How to Maximize the Impact of Your Change and Improvement Efforts by Peter Pande, Robert Neuman and Roland Cavanaugh
3. The Six Sigma Handbook: A Complete Guide For Green Belts, Black Belts, And Managers At All Levels by Thomas Pyzdek
4. Statistics For Six Sigma Made Easy! by Warren Brussee
5. The Certified Six Sigma Green Belt Handbook by Roderick Munro, Govindarajan Ramu and Daniel Zrymiak
6. Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare by Jay Arthur
7. Six Sigma For Dummies by Craig Gygi and Bruce Williams
8. Six Sigma Demystified by Paul Keller
9. Six Sigma for Everyone by George Eckes
10. Six Sigma for Managers by Greg Brue

MBA Semester II
Enterprise Resource Planning (ERP)

Course Code	216		Course Type	HALF CREDIT
Credits	II		Marks	IE = 50

Course Objectives:

•To understand the business process of an enterprise
•To grasp the activities of ERP project management cycle
•To understand the emerging trends in ERP developments

Unit	Content	Sessions
1	Introduction Overview of enterprise systems – Risks and benefits - Fundamental technology – key elements to be consider in planning design and implementation of multi functional integrated ERP systems	
2	Functional Modules Basics of ERP software - Small medium and large enterprise vendor solutions, BPR, Basics of ERP modules - Accounting and Finance, sales and Marketing, Materials and Production management etc	
3	Implementation of ERP Planning for ERP -Implementation life cycle , Methodology and Frame work- Training – Data Migration. People Organization in implementation	
4	Post Implementation of ERP Organizational and Industrial impact, Maintenance of ERP, Effect on System.	
5	Recent Developments in ERP Developments in IT Technology, Considerations for Customer Relationship Management, Supply Chain Management and Business analytics etc.	
6	Mini Cases citing the ERP in business scenario.	

Reference Books

1. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
2. Summer, ERP, Pearson Education, 2008.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.