

*For the Academic years 2021-2023*



**Scheme of Instruction, Examination**  
(With effect from the Academic Year 2021-22)



**I to IV Semester**  
**of**  
**Two Year Post Graduate Degree Programme (Regular)**  
**&**  
**Syllabus of I & II Semester**  
**in**  
**Masters in Business Administration**



**DEPARTMENT OF MASTERS IN BUSINESS ADMINISTRATION**

**MATURI VENKATA SUBBA RAO (MVSr) ENGINEERING COLLEGE**  
**(Autonomous)**

**NADERGUL, HYDERABAD-501510**

(Sponsored by Matrusri Education Society, Estd.1980)

Approved by AICTE & Affiliated to Osmania University, Estd.1981

ISO 9001:2015 Certified Institution, Accredited by NAAC

Website: [www.mvsrec.edu.in](http://www.mvsrec.edu.in)

**2021**

**MBA I - SEMESTER**

S. No.	Course Code	Course Title	Scheme of Instruction				Scheme of Examination			
			L	T	P/D	Contact Hrs/ week	CIE	SEE	Duration of SEE (Hrs)	Credits
<b>Theory Courses</b>										
1	M21PC101BM	Management Theory and Practice	4	1	-	5	30	70	3	5
2	M21PC102BM	Accounting for Management	4	1	-	5	30	70	3	5
3	M21PC103BM	Marketing Management	4	1	-	5	30	70	3	5
4	M21PC104BM	Statistics for Management	4	1	-	5	30	70	3	5
5	M21PC105BM	Economics for Managers	4	1	-	5	30	70	3	5
6	M21PC106BM	IT Applications for Management	4	1	-	5	30	70	3	5
7	OE - I	<b>Open Elective-I</b>	3	1	-	4	30	70	3	4
<b>Practical/ Laboratory Courses</b>										
8	M21PC181BM	IT Lab for Managers	-	-	2	2	-	100	3	1
<b>Total</b>			<b>27</b>	<b>7</b>		<b>36</b>	<b>210</b>	<b>590</b>		<b>35</b>

**PC:** Program Core

**CIE:** Continuous Internal Evaluation

**OE:** Open Elective

**SEE:** Semester End Examination

<b>Open Elective-I</b>	
<b>Code</b>	<b>Course</b>
M21OE111BM	Business Law and Ethics
M21OE112BM	Business Communication

*For the Academic years 2021-2023*  
**MBA II - SEMESTER**

S. No.	Course Code	Course Title	Scheme of Instruction			Scheme of Examination			
			L	T	Contact Hrs / week	CIE	SEE	Duration of SEE (Hrs)	Credits
<b>Theory Courses</b>									
1	M21PC201BM	Human Resources Management	4	1	5	30	70	3	5
2	M21PC202BM	Financial Management	4	1	5	30	70	3	5
3	M21PC203BM	Global Business Environment	4	1	5	30	70	3	5
4	M21PC204BM	Operations Research	4	1	5	30	70	3	5
5	M21PC205BM	Entrepreneurship and Development	4	1	5	30	70	3	5
6	M21PC206BM	Business Research Methods	4	1	5	30	70	3	5
7	OE - II	<b>Open Elective-II</b>	3	1	4	30	70	3	4
8	M21PW281BM	Seminar Presentation	-	1	1	50		-	1
<b>Total</b>			<b>27</b>	<b>8</b>	<b>35</b>	<b>260</b>	<b>490</b>		<b>35</b>

**PC:** Program Core

**CIE:** Continuous Internal Evaluation

**PW:** Seminar

**OE:** Open Elective

**SEE:** Semester End Examination

<b>Open Elective-II</b>	
<b>Code</b>	<b>Course</b>
M21OE221BM	Strategic Management Accounting
M21OE222BM	Digital Marketing

*For the Academic years 2021-2023*  
**MBA III - SEMESTER**

S. No.	Course Code	Course Title	Scheme of Instruction			Scheme of Examination			
			L	T	Contact Hrs/ week	CIE	SEE	Duration of SEE (Hrs)	Credits
<b>Theory Courses</b>									
1	M21PC301BM	Operations Management	4	1	5	30	70	3	5
2	M21PC302BM	Business Analytics	4	1	5	30	70	3	5
3	M21PC303BM	Supply Chain Management	4	1	5	30	70	3	5
4	M21PC304BM	Organizational Behaviour	4	1	5	30	70	3	5
<b>Discipline Elective - I</b>									
5	<b>Major I</b>	<b>Major I</b>	3	1	4	30	70	3	4
6	<b>Major II</b>	<b>Major II</b>	3	1	4	30	70	3	4
7	<b>Minor</b>	<b>Minor</b>	3	1	4	30	70	3	4
8	M21PW381BM	Research Design for Project		1	1	50			1
			<b>25</b>	<b>8</b>	<b>33</b>	<b>260</b>	<b>490</b>		<b>33</b>

**PC:** Program Core

**CIE:** Continuous Internal Evaluation

**PW:** Project Work

**DE:** Discipline Elective

**SEE:** Semester End Examination

Discipline Elective-I *		
Code	Specialization	Course
M21DE311BM	Finance	Investment Management
M21DE312BM		Financial Systems and Services (Minor)
M21DE313BM	Marketing	Advertisement and Retail Management
M21DE314BM		Customer and Relationship Management (Minor)
M21DE315BM	HR	Compensation Management
M21DE316BM		Leadership and Change Management (Minor)

**\*MBA program offers specialization as Major & Minor courses i.e., Dual Specialization.**

For example, if a student selects Finance as Major and Marketing as Minor, needs to study major courses of Finance Specialization i.e., Investment Management, Financial Systems and Services in third semester; Financial Risk Management and International Finance in fourth semester and one subject each from Minor of third and fourth semesters of Marketing i.e., Customer and Relationship Management in third semester; Services and Global Marketing in fourth semester. Similar rule is applicable for other Specializations.

**MBA IV- SEMESTER**

S. No.	Course Code	Course Title	Scheme of Instruction			Scheme of Examination			
			L	T	Contact Hrs/ week	CIE	SEE	Duration of SEE (Hrs)	Credits
<b>Theory Courses</b>									
1	M21PC401BM	Business Policy & Strategy	4	1	5	30	70	3	5
2	M21PC402BM	Business Intelligence	4	1	5	30	70	3	5
3	M21PC403BM	Total Quality Management	4	1	5	30	70	3	5
<b>Discipline Elective - II</b>									
4	<b>Major I</b>	<b>Major I</b>	3	1	4	30	70	3	4
5	<b>Major II</b>	<b>Major II</b>	3	1	4	30	70	3	4
6	<b>Minor</b>	<b>Minor</b>	3	1	4	30	70	3	4
7	M21PW481BM	Project Work		2	2		100		3
8	M21PW482BM	Comprehensive Viva-Voce	-	-	-		100	-	2
			<b>21</b>	<b>8</b>	<b>29</b>	<b>180</b>	<b>620</b>		<b>32</b>

**PC:** Program Core

**CIE:** Continuous Internal Evaluation

**PW:** Project Work

**DE:** Discipline Elective

**SEE:** Semester End Examination

<b>Discipline Elective-II *</b>		
<b>Code</b>	<b>Specialization</b>	<b>Course</b>
M21DE421BM	Finance	Financial Risk Management
M21DE422BM		International Finance (Minor)
M21DE423BM	Marketing	Buyer Behaviour
M21DE424BM		Services and Global Marketing (Minor)
M21DE425BM	HR	Performance Management
M21DE426BM		Talent and Knowledge Management (Minor)

**\*MBA program offers specialization as Major & Minor courses i.e., Dual Specialization.**

For example, if a student selects Finance as Major and Marketing as Minor, needs to study major courses of Finance Specialization i.e., Investment Management, Financial Systems and Services in third semester; Financial Risk Management and International Finance in fourth semester and one subject each from Minor of third and fourth semesters of Marketing i.e., Customer and Relationship Management in third semester; Services and Global Marketing in fourth semester. Similar rule is applicable for other Specializations.

Course Code	Course Title				Core/Elective		
M21PC101BM	<b>Management Theory and Practice</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	4	1	-	-	30	70	5

**Course Objective**

- The objective of this courset is to provide an understanding of Basic Concepts and Theories of Management. It will inculcate the ability to apply the multifunctional approach to Organizational objectives.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Understand the basic Management Concepts, Theories, and Practices.
2. Develop strategic planning and decision-making strategies in Organizations.
3. Summarize the concept and complete the process of Organizing.
4. Develop and understanding of Staffing, Leadership, and Motivation in Organizations.
5. Predict the dynamics of controlling and its emerging issues in Management.

**Module I - Introduction**

Management: Nature and Purpose - Evolution of Management Thoughts- The Essence of Management- System Approach to Management Process.

The Functions of Manager: Planning, Organizing, Staffing, Leading, and Controlling - Line Vs Staff - 3D Model of Managerial Behaviour - MBWA.

**Module II - Management Approach**

Management: History of Management and the features of Contemporary Management - Approaches: Classical - Scientific Management- Administrative Management- Bureaucratic Management - Behavioral Group Influences - Maslow's Need Hierarchy - Theory X and Theory Y - Human Relations and Human Re-engineering- Modern: Theory Z - Total Quality Management - Management by Objectives (MBO) - Situational Leadership Approach.

**Module III - Planning and Decision Making**

Planning Mission - Objectives- Strategies- Planning Process- Planning Types- Planning Premises, Strategic Planning Process- Presuming and Forecasting- Decision Making: Approaches to Decision Making - Rational, Behavioral, Practical, Personal Approach- Open & Closed Models of Decision Making.

**Module IV – Organizing and Staffing**

Nature of Organizing- Formal and Informal Organization - Organization Levels and the Span of Management- Structure and Process of Organization - Principles of Organizing - Line and Staff Authority – Empowerment- Decentralization of Authority - Delegation of Authority - Organization Charts - Staffing: Overview of Staffing Function - The System Approach to Human Resource Management- Peter's Principle- Parkinson's Law.

**Module V – Leading and Controlling**

Leadership: Definition – Characteristics - Managerial Grid - Task Vs People Emphasis Styles; Approaches: Transactional- Transformational- Vroom's Decision Tree Approach Leadership - Hersey and Blanchard Model.

Controlling: Concepts and Process- Controlling as a Feedback System- Requirements for Effective Control - Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices- Statistical Data- Time - Event Network Analysis.

**Text Books**

1. Govindarajan & Natarajan, Principles of Management, Prentice Hall of India Private Limited, New Delhi.
2. VSP Rao, V. Hari Krishna, 2010, Management- Text, Cases, Excel Books.

**References**

1. Tripathy & Reddy, Principles of Management, Tata McGraw-Hill Publications, New Delhi
2. Stoner, Freeman & Gilbert, Jr.: Management, Prentice Hall of India Private Limited, New Delhi.
3. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.
4. Michael A. Hitt, J. Stewart Black, and Lyman W. Portor, 2010, Management, Pearson.

Course Code	Course Title				Core/Elective		
M21PC102BM	<b>Accounting For Management</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- Gain knowledge about the Accounting Process, Principles of Accounting, and their implications on the Accounting system.
- Develop the skill of preparation of Final Accounts.
- Understand the method of Analysis of the Company's Financial Statements using Ratio Analysis, Funds flow analysis, and Cash Flow Analysis.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Discuss Accounting Concepts and Conventions and their implications on the Accounting System and understanding of Accounting Standards.
2. Create and Present Financial Statements according to the Provisions of the Indian Companies Act.
3. Analyze Financial Statements and Apply various Ratios to Analyze, Evaluate and Interpret Business Financial Performance.
4. Analyze Financial Statements and Prepare Comparative and Common Size Statements and Trend Analysis and also Analyze Funds Flow Position of the Company by preparing Funds Flow Statement.
5. Analyze Business Cash Flows and Prepare Cash Flow Statements according to Accounting Standard 3.

**Module I – Introduction to Accounting**

Financial Accounting: Meaning-Definition- and Scope of Financial Accounting - Accounting Concepts and Conventions- Implications on Accounting System - Double Entry Book- Keeping – Accounting Process – Types of Accounts – Preparation of Journal, Ledger posting, Balancing and Preparation of Trial Balance (including Numerical Problems) – Accounting Equation – Static and Dynamic view – Accounting Standards: Rationale and importance in Global Accounting Environment, International Financial Reporting Standards (IFRS).

**Module II –Final Accounts**

Final Accounts-Distinction between Capital and Revenue expenditure - Preparation and Presentation of Financial Statements: Trading and Profit and Loss Account, Balance Sheet with simple Adjustments (Numerical Problems)-Provisions of the Indian Companies Act regarding Preparation and Presentation of Financial Statements.

**Module III – Financial Statement Analysis I**

Financial Statement Analysis – Ratio Analysis: Rationale - Utility of Ratio Analysis – Classification of Ratios – Calculation and Interpretation of Ratios – Liquidity Ratios – Turn-Over Ratios – Profitability Ratios – Leverage and Structural Ratios (Numerical Problems) – Diagnostic and Predictive power of Ratios.



## **Module IV- Financial Statement Analysis II**

Comparative Statements Analysis – Trend Analysis - Common Size Statement Analysis - Funds Flow Statement: Utility of Fund Flow Statement, Preparation of Schedule of Changes in Working Capital- Sources & Application of Funds- Funds from Operations- Funds Flow Statement (Numerical problems)

## **Module V –Cash Flow Statement**

Cash Flow Statement – Advantages and Utility of Cash Flow Statement – Classification of Cash Flow Activities- Cash Flows from Operating Activities – Cash Flows from Investing Activities – Cash Flows from Financing Activities – Preparation of Cash Flow Statement (Numerical problems).

Balance Score Card: Methodology of BSC and its importance.

### **Text Books**

1. Ramachandran, Ram Kumar Kakani, Financial Accounting for Management, 2009, 2nd edition, Tata Mc Graw Hill Publishing Pvt Ltd.
2. Financial and Management Accounting, 2012, S.N.Maheswari, Sultan Chand & Sons
3. Management Accounting, 8th edition, MY Khan, PK Jain, 2021, McGraw Hill

### **References**

1. Grewal F.S, Introduction to Accounting, 2009, S.Chand Publishers
2. Financial Accounting and Analysis by Dr. Prashant Athma, Himalaya Publishing House, 2015, First edition
3. Shah Paresh, Financial Accounting for Management, 2009, 5th Edition, Oxford University Press
4. Bhattacharya Ashish, Financial Accounting for Business Managers, 2nd edition, PHI
5. Ambarish Gupta, Financial Accounting for Management, 2009, An Analytical perspective, 3rd edition, Pearson education
6. Earl K. Stice and James. D. Stice, Financial Accounting - Reporting and Analysis, 2009, 7th Edition, South-Western, Cengage Learning.

Course Code	Course Title				Core/Elective		
M21PC103BM	<b>Marketing Management</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- The objective of the course is to study the basic concepts of the Marketing Mix, Segmentation, and Forecasting.
- To understand the Behavior of Consumers and study the different approaches of Marketing Control.

**Course Outcomes**

After the completion of this course, students will be able to:

1. Describe the basic concepts of Marketing and Marketing Environment.
2. Understand Market segmentation, Demand Measurement, and Sales Forecasting.
3. Understand and Interpret the core concepts of the Marketing Mix
4. Analyze the Behavior of Consumer, Consumer Markets, and Industrial Markets and the need for Service Marketing in the present Market Scenario.
5. Evaluate the Structure of Marketing Organization, Control, and Marketing Audit.

**Module I - Introduction**

Marketing Management: Concepts- Evolution- Marketing Strategies - Marketing Mix: Expanded Marketing Mix - Global marketing - Rural Marketing - Marketing Environment: Micro and Macro Environment - Interface with Other Functional Areas.

**Module II - Market Segmentation**

Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets- Market Targeting- Evaluating Market Segments- Selecting Market Segments and Differentiation - Product Positioning- Positioning Strategies - Demand Measurement and Sales Forecasting Methods- Estimating Current and Future Demand - Competitive strategies.

**Module III - Marketing Mix**

Decisions Involved in Product: Branding- Packing- Product Line- and Product Mix Decisions - New Product Development - Product Life Cycle - Pricing Strategies - Distribution Channels - Integrated Marketing Communication - Service Marketing Mix- People, Process, and Physical Evidence.

**Module IV – Consumer Markets**

Consumer Behaviour: Model of Consumer Behavior- Seven Os Structure- Factors Affecting Consumer Behavior - Stages in the Adaption process - Industrial Markets: Characteristics- Industrial Buyer Behaviour - Service Markets: Characteristics and Strategies.

**Module V– Marketing Organization and Control**

Marketing Organization Structures: Types - Factors affecting Global Marketing Organization – Control- Marketing Organization Annual Plan Control- Efficiency Control -Profitability Control and Strategic Control - Marketing Audit.

**Text Books**

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
3. Ramaswamy V.S. Namakumari S, “Marketing Management “, 2009, The Global Perspective - Indian Context Macmillan India Ltd

**References**

1. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
2. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
3. Rajan Saxena, Marketing Management, 3e, Tata McGraw Hill, 2012.

Course Code	Course Title				Core/Elective		
M21PC104BM	<b>Statistics For Management</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To introduce basic Statistics like Measures of Central Tendency, Measures of Dispersion, Skewness, and Kurtosis, and Concepts of Probability.
- To provide an understanding of Probability Distributions.
- To understand Sampling & Sampling Distributions and Hypothesis Testing framework with Small Samples and Large Samples.
- To introduce concepts of Correlation, Regression, and their relationship.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Understand the basic Statistics in descriptive analytics.
2. Acquire knowledge of Probability and Distributions.
3. Understand Sampling Theory and Apply them in Business Decision-making Process and Project Work
4. Apply Hypothesis Testing for Analysis and Decision-making.
5. Apply Correlation and Regression techniques in Planning and Controlling.

**Module I - Introduction**

Introduction to Statistics: Overview- Origin and Development - Managerial Applications of statistics. Introduction to Probability: Concepts and Definitions of Probability – Classical, Relative, Frequency, Subjective and Axiomatic - Addition and Multiplication theorems - Statistical Independence - Marginal, Conditional and Joint Probabilities. Bayes’ Theorem and its applications.

**Module II - Probability Distributions**

Probability Distribution - Random Variable (RV), Expectation, and Variance of an RV.

Probability Distribution: Functions – Properties - Continuous and Discrete Probability Distribution Functions.

Discrete Probability Distributions: Binomial Distribution, Properties and Applications; Poisson distribution, Properties, and Applications.

Continuous Probability Distributions – Normal Distribution - Standard Normal Distribution - Properties, Applications, and Importance of Normal Distribution.

**Module III – Hypothesis Testing-Large samples**

Sampling Theory: The basics of sampling - Sampling Procedures - Random and Non-Random Methods - Sample Size Determination - Sampling Distribution, Standard Error and Central Limit Theorem.

Hypothesis Testing - Statistical Estimation - Point and Interval Estimation - Properties of a Good Estimator - Confidential Interval.

Large Sample Tests: Test for One and Two Proportions - Test for One and Two Means - Test for Two S. D's.

#### **Module IV –Hypothesis Testing- Small Sample**

Small Sample Tests: t-Distribution – Properties and Applications - Testing for One and Two Means - Paired t-Test.

Analysis of Variance: One Way and Two Way ANOVA (with and without Interaction).

Chi-Square Distribution: Test for a specified Population Variance - Test for Goodness of Fit - Test for Independence of Attributes.

#### **Module V – Correlation and Regression Analysis**

Correlation Analysis: Scatter diagram - Positive and Negative Correlation - Limits for the Coefficient of Correlation - Karl Pearson's Coefficient of Correlation - Spearman's Rank Correlation - The Concept of Multiple and Partial Correlation.

Regression Analysis: Concept - The Least-Square Fit of Linear Regression - Two lines of Regression - Properties of Regression Coefficients.

#### **Text Books**

1. Dr. S.P.Gupta & Dr. M.P.Gupta, "Business Statistics", 2015, 14th edition, Sultan Chand & Sons
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Beri, GC, "Business Statistics", 2010 3rd Ed. TMH

#### **References**

1. Levin R.I, Rubin S. David: "Statistics for Management" 2000, 7th Ed. Pearson.
2. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
3. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
4. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
5. J.K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
6. Arora PN & others, "Complete Statistical methods", 2010, 3rd Ed. S. Chand.
7. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
8. Levine, David M and other, "Statistics for managers using MS. Excel", 2009, 5th Ed. PHI.
9. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
10. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
11. Haoda, R.P., Statistics for Business & Economics", 2010, 4th Ed. Macmillan.
12. Apte. D.P, "Statistical Tolls for Managers- Using MS Excel", 2009, 1st Excel Books.

Course Code	Course Title					Core/Elective	
M21PC105BM	<b>Economics For Managers</b>					<b>Core</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To make students familiarize themselves with the Economic Behavior of a person.
- To know the Demand Conditions of various Products.
- To understand the Environment of Business Firms.
- To let Managers, know the Market Behavior.
- To know the Contemporary Economic Policies.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Understand Micro factors of the Economic behavior of a Consumer.
2. Acquire knowledge of Products and Demand conditions.
3. Assess Opportunities and Threats of a Business.
4. Acquire Knowledge of Market Dynamics.
5. Acquire Knowledge of Macro-Economic Problems.

**Module I- Introduction to Managerial Economics**

Introduction to Managerial functions: Nature and Scope of Managerial Economics - Relation with other subjects. Fundamental Concepts of Managerial Economics - Decision Making Process: Decision Making under Certainty, Uncertainty and Risk - Role and Functions of Managerial Economist - Use of Econometric Models.

**Module II-Law of Demand&Supply**

Theory of Utility & Demand: Law of Diminishing Marginal Utility, Demand concepts: Determinants of Demand, Law of Demand, Law of Supply, Equilibrium Price determination - Elasticity of Demand: Types of Elasticity and Measurement of Elasticity (Numerical) - Elasticity of Supply - Demand Estimation - Demand Forecasting Methods.

**Module III- Laws of Production**

Production & Cost structure: Production Function - Determinants of Production - Theories of Production - Law of Two-Variable proportions - Law of Returns to Scale - Isoquants – Isocost Curve – Equilibrium - Cost Concepts: Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, and Revenue concepts – BEP Analysis (Diagramatic)

**Module IV-Market Structures**

Markets - Classification of Markets- Virtual Markets - Perfect Competition - Imperfect Competition - Monopolistic Competition – Monopoly – Oligopoly: Strategies of Oligopolists - Price Determination under different Market Structures -New Pricing Strategies – Agriculture Markets & Overview of Market Laws - Overview of Agriculture Market Committees (AMCs)

**Module – V Macro Economics**

Macro Economics: National Income Concepts and Measurement of National Income - Keynesian Theory of Employment

Inflation: Types and causes of Inflation - Controlling Techniques- Business Cycles - Monetary and Fiscal Policies – Current year Budget.

**Text Books**

1. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House
2. P L Mehatha, “Managerial Economics”, 8th Ed S. Chand Publishing.

**References**

1. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, “Managerial Economics”, 4th Edition, Pearson Publication.
3. Joel Dean, “Managerial Economics”, Tata Mcgraw Hill.
4. R.L. Varshney, K.L. Maheshwari: “Managerial Economics”, Sultan Chand Publications.

Course Code	Course Title					Core/Elective	
M21PC106BM	<b>I.T Applications For Management</b>					<b>Core</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To acquaint the students with the micro-level competency in contemporary Information Technology Tools.
- To provide real-time insights into the Fundamentals of Computers as business tools.
- To create awareness of different types of Information Technology, Management Systems to enable the use of IT resources efficiently.
- To study the role and Value additions of IT in Business.
- To enable students to develop proficiency in using certain components of the package includes MS Excel, MS Access

**Course Outcomes**

After completion of this course, the student will be able to:

1. Understand the concepts of Information Systems and the role of IT in the present business environment
2. Understand the emerging IT applications like Data Warehouse, Data Mining, Artificial Intelligence, Cloud Computing, etc.
3. Analyze and streamline Work Processes and improve Communication within the Organization.
4. Analyze the functional areas of Information Systems and Informed Decisions in the Organizations.
5. To understand the Security Issues in the Organizations and learn different techniques to protect the Data.

**Module – I Information Systems and Management**

Computers: Definition, Characteristics, Components of Computers – Hardware – Software: Application and System Software - Programming Languages and their Classification - Role of IT in Business - Opportunities and Challenges in IT- Importance of IT in Business.

**Module – II Emerging Trends in IT**

Categories of Information System: Management Information System (MIS) - Decision Support System (DSS)- Types and Architecture of DSS - Data Warehouse and Data Mining - Artificial Intelligence, Intelligent Systems - Cloud Computing - Mobile Apps and Computing - Big Data, Robotics - Virtual Reality - Internet of Things (IoT) - 5G.

**Module – III Communications and Networks**

Introduction to Networks- Overview of Networks, Types of Networks, Network Topologies- Components of Networks- Computer Network Models- Applications of Communications: Internet-



Overview - Architecture and Functioning of the Internet – WWW – FTP – Telnet – Gopher - Browsers and Search Engines – Teleconference - Web Conferencing Platforms.

**Module – IV Functional Areas of Information Systems**

Management Levels and Functional Systems - Manufacturing, Production- Sales and Marketing Systems- Accounting- Finance and HR Systems - Enterprise Systems and Applications - Concepts of ERP, SCM, CRM, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT).

**Module – V Security and Ethical challenges in IT**

Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital Signature - Firewall: Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for Legislation, Cyber Laws, Cyber Security issues, Salient features of IT Act.

**Text Books**

1. Lucas, Henry C. Jr. (2017), “Information Technology for Management”, 7th Ed, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management Advancing Sustainable, Profitable Business Growth”, 9th ed., Wiley

**References**

1. Anita Goel, “Computer Fundamentals”, Pearson Publishing
2. B. Muthukumaran, “Information Technology for Management”, 2010, Oxford
3. Westerman, George, et al. (2014),” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
4. Williams, B. K., & Sawyer, S. C. (2014), “Using information technology: A practical Introduction to Computers & Communications”, 11th ed., McGraw Hill Education.

Course Code	Course Title					Core/Elective	
M21OE111BM	<b>Business Law &amp; Ethics</b>					<b>Open Elective</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objective**

The Objective of the course is to provide an understanding of Indian Contract Act, Companies Act, Consumer Protection Law, other Special Contracts and an Overview of Business Ethics.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Define the Contracts and Agreements and Understand the Law Of Contract
2. Understand the Law relating to Special Contracts
3. Understand the Companies Act and Apply Companies Act in various Organizations
4. Understand the Consumer Protection Law.
5. Understand the Business Ethics and Value System and Analyze the Business Value System in Indian Scenario.

**Module I - Law of Contracts**

Definition of Contract and Agreement – Classification of Contracts - Essential Elements of a Valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free Consent - Void Contracts– Legality of Object - Performance of Contract – Remedies for Breach of Contract - Quasi Contracts.

**Module II - Law of Special Contracts**

Salient features of Contract of Agency - Bailment and Pledge - Indemnity and Guarantee - Sale of Goods Act: Distinction between Sale and Agreement to Sell - Conditions and Warranties.

Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of Crossing.

**Module III - Companies Act**

Definition of Company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share Holders Meetings - Board Meetings: Law relating to Meetings and Proceedings- Management of a Company: Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman: Their powers.

**Module IV- Consumer Protection Law**

Introduction to Consumer Protection Law in India: Consumer Councils- Redressal Machinery and Rights of Consumers - Consumer Awareness. Pollution Control Law: Air, Water, and Environment Pollution control - Role of Public Awareness - Laws relating to Intellectual Property Rights - Competition Law- Arbitration and Conciliation.

**Module - V Business Ethics**

Ethical and Value-based Considerations – Need and Justification of Ethics – Business Ethics and Efficiency – Social Responsibility of Business – Fair and Just Cooperation among Owners, Managers, Workers, and Customers – Fair Market Wages – Integrity and Ethical Consideration in Business Operations – Indian value system and its relevance in Management.

**Text Books**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
3. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, Southwestern Cengage Learning, New Delhi
4. Murthy, C.S.R, “Business Ethics”, Himalaya Publishing House, Mumbai, 2009

**References**

1. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
2. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
3. Paul Wetherly and Dorron Otter, “The Business Environment – Themes and Issues”, 2010, Oxford University Press. Richard Schaffer, Agusti & Earle.
4. K. Aswathappa, “Essentials of Business Environment”, 2009, HPH.
5. V. Ramakrishna Raju, “Business Laws and Economic Legislations”, 2005, HPH.
6. S.S Gulshan: Business laws, 2010, Excel Books.
7. Bradley Peter, “The essence of Business Ethics” New Delhi, Prentice Hall Inc, 1990
8. Fernando. A.C, Business Ethics, An Indian Perspective, Pearson. 2009
9. Frankena William K, “Ethics”, New Delhi, Prentice-Hall of India, 1989

Course Code	Course Title					Core/Elective	
M21OE112BM	<b>Business Communication</b>					<b>Open Elective</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>3</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- Apply the Fundamentals of Communication to solve Workplace Communication issues.
- Demonstrate the Communication skills required in the Workplace.
- Understand and Express complex ideas in Written and Spoken Formats.
- Create a positive image of the Brand and a Strategic relationship with all Stakeholders.

**Course Outcomes**

After completion of this course, the student will be able to:

1. Understand Importance of Communication in the Business Environment.
2. Analyze Communication Behavior its effectiveness to solve Workplace Communication issues.
3. Analyze problems and devise solutions in a group with Effective Formal Presentations
4. Apply Effective Business Writing Skills in Decision-making Process.
5. Evaluate Business Communication of Media and Government to handle Crisis.

**Module I- Introduction to Communication**

The Role and Process of Communication - Barriers to Communication: Surmounting Barriers to Communication - Types of Communication - Listening process: Elements of Good Listening – Improving Listening Competence - Importance of Feedback: Principles of Feedback.

**Module II- Types of Communication**

Characteristics of Non-Verbal Communication – Types and Functions of Non-Verbal Communication – Interpreting Non-Verbal Communication- Negotiation- Approaches to Negotiation – Preparing for and conducting Negotiation.

**Module III - Presentation**

Making Presentations – Choosing a method of Speaking – Analyzing the Audience – Non-Verbal dimensions of Presentations–Speeches for Commemorative Occasions – Effective Presentation Strategies - Persuasive Speaking.

**Module IV- Report Writing**

Report writing: Types of Reports – Structure of Reports – Individual and Committee Reports – Essentials of Good Report Writing. Business letters: Drafting letters relating to Enquiries and Replies, Orders and Replies, Complaints and Claims - Effective Business Correspondence - Drafting a Resume.

**Module V- Media Relations**

Media Relations: Building better relations with Media; Investor Relations: Framework for managing Investor Relations- Managing Government Relations-Ways and Means of managing Governing power. Crisis Communication- Do's and Dont's in the wake of a Crisis.

**Text Books**

1. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.
2. Penrose, Rasberry, and Myers,: "Business Communication for Managers", Cengage Learning.
3. CSG Krishnamacharyalu and L.Ramakrishnan: "Business Communications", 2009, Himalaya Publishing House.

**References**

1. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
2. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
3. Lesikar, R.V. and M.E. Flatley: "Basic Business Communication", 2008 11th Ed. New York, McGraw-Hill.
4. Disanza, "Business and Professional Communication", Pearson Education.
5. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill.
6. Krizan, Merrier, Logan, and Williams: "Effective Business Communication", 2008 Cengage Learning.
7. Paul R.Timm, "Straight Talk: Written communication for career success", Routledge Publication.
8. David Irwin, "Effective Business Communications", 2009, Viva Books.
9. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.

Course Code	Course Title				Core/Elective		
M21OE112BM	<b>IT Lab for Managers</b>				<b>Lab</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	2	-	-	-	-	25	2
<p><b>Course Objectives</b></p> <ul style="list-style-type: none"> <li>• To make the student understand the concepts of Business and apply them using the Information Technology tools like Microsoft Excel and Microsoft Access.</li> <li>• To acquaint different features of Excel and Access and make the student gain hands-on experience.</li> </ul> <p><b>Course Outcomes</b></p> <p>After completion of this course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand and develop the basic Computer skills using MS Office.</li> <li>2. Analyze the given data by using advanced Excel features like Pivot table, Macros and Statistical functions.</li> <li>3. Apply the concepts of DBMS by creating the tables.</li> <li>4. Create the forms, reports and transfer data from Excel to Access.</li> <li>5. Learn the skills required in documentation of reports.</li> </ol>							

**Module I - MS Excel**

Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference - Excel Data Types, Introduction to Formatting, Number, Text and Date Formatting; Concept of Worksheet and Workbook; Understanding Formulas, Operators in Excel; Understanding Common Excel Functions such as Sum, Average, Min, Max, Date, Transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to Charts and different types of Charts - Concept of Print area, Margins, Header, Footer, and other Page setup options.

**Module II – Advance Excel**

Advance Excel: Creating Pivot Tables, Macros: Relative & Absolute Macros Functions - Statistical functions: Average, Standard Deviation, ANOVA, etc.

**Module III - MS-Access**

Creating a Database and Tables by different methods - Data types - Inserting and Modification of Data: Sorting, Filtering, and Displaying data - Creating and querying forms - Creating & Printing Reports and labels.

**Module IV - DBMS**

Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.

**Module V - Documentation**

Creation of Document - Format Document - Text Editing and Saving - Organizing information with Tables and Outlines - Editing and Organizing the data downloaded or copied from the Websites in Word format for the preparation of the Report - Mini Project or Report preparation with Chapters, Tables, and Graphs copied from different Software.

**Text Books**

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Guy Hart-Davis, Beginning Microsoft Office 2010, Apress, 2010

**References**

1. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
2. R & D, "IT Tools and Applications", Macmillan India Ltd.
3. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
4. P. Sudharsan& J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
5. D.P. Apte, "Statistical Tools for Managers – Using MS Excel", 2009, Excel Books.

Course Code	Course Title				Core/Elective		
M21PC201BM	<b>Human Resource Management</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC101BM</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To fulfill organizational goals by utilizing human resource skills and talent in the Organizations.
- To succeed at HR planning in order to fulfill the staff requirements
- To motivate employees, reduce grievances and maintain a quality of work life to anticipate future HR needs and manage human resources at global perspective.

**Course Outcomes**

After completion of this course, student will be able to:

1. Define HRM System and Challenges in competitive environment
2. Discuss Job Analysis system and mapping and apply it as HR function.
3. Construct HRD practices and career development models and Analyze HR Accounting & Audits
4. Understand Industrial Relations and Apply it in the area of Employee Engagement.
5. Analyze the HR issues in Mergers and Acquisitions and critique them in the area of Global HRM.

**Module I - Introduction to HRM**

HRM- Evolution – Objectives - Scope and Functions of HRM - HRM Typology – System , Strategy, and Matrix of HR – Stakeholders and Integrated Models of HRM - Line vs. Staff - The changing environment and role of HRM - Competitive challenges influencing HRM – HRIS- Three levels comparison – Competency Framework for HR professionals.

**Module II- HRM Functions**

Job analysis – Systems Exchange Model - Analysis and mapping of Workflow - Job Characteristics Model - Job Design - Job Evaluation – Towers Perrin Model of Total Reward - Performance Appraisal – HR Planning – Gallagher HR Estimator – Cohort Analysis – Recruitment - Yield – Ratio Analysis -Process of Selection, Placement and Orientation - Training Methods: Kirkpatrick and Pecuniary Utility Models of Training – MDP.

**Module III- Introduction to HRD**

HR Accounting – Lev and Schwartz, Flamholtz and Hermanson’s Models – Audit- Research- Policies- Validity generalization of HR – Career Planning –Greenhaus career Development Model – Protean Career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

**Module IV- Industrial Relations**

Dunlop’s IR Model – Organogram – QWL – QC - Grievance management – Labour Turnover and stability indices – Worker’s Participation in Management – Bate’s brand wheel for employer brand – Employee Engagement Index – Employee Value Proposition –Absence Management – Brad factor.

**Module V - I-HRM**

HR outsourcing - HR issues in Mergers and Acquisitions – HR Six–Sigma process – HR Index – HR-ROI – Job Diagnostic Model - Emotional Intelligence and Competencies at work - Work life integration – Introduction to International HRM: Global HRM - Strategic HRM - E-HRM – HR Score card – Sustainable HRM: Paradox Theory – Sustainable HRM Model – Paauwe’s –Paradox Framework



**Text Books**

1. Michael Armstrong, "Human Resource Management", 2015, Kogan Page.
2. Decenzo, "Human Resource Management", 2008, Wiley.
3. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
4. Sanghi, "Human Resource Management", 2010, Macmillan.

**References**

1. Mathis & Jackson, "Human Resource Management", 2016, Cengage.
2. David Lepak, Mary Gower, "Human Resource Management", 2015, Pearson.
3. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
4. MadhurimaLal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
5. Wayne &Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH
6. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
- 7.V.K. Sharma, "Human Resource Management", 2010, Viva Books.
8. David G. Collings, "Human Resource Management", 2009, Routledge.
9. W.J. Rothwell, "Planning & Managing HR", 2010, Jaico.
10. Kenneth M. York, "Applied Human Resource Management", 2009 Sage.

Course Code	Course Title				Core/Elective		
M21PC202BM	<b>Financial Management</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC102BM</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objective**

Financial management refers to the effective planning, organizing, and controlling of Financial resources. The objective is to familiarize the three major decisions of Finance Manager: Investing decision, Financing decision and Dividend Decision.

**Course Outcomes**

After completion of this course, student will be able to:

1. Understand the role of Financial Management in Organizations with Concept of Time value of money and trade-off between risk and return.
2. Understand and analyze Capital Budgeting techniques.
3. Apply Financial Management Concepts and Tools to the financing decisions.
4. Understand importance of Working Capital Management of Manufacturing Companies.
5. Understand the importance of Dividend Decisions faced by the Firm.

**MODULE I -The Finance Function**

Nature and Scope - Evolution of Finance Function – Role in the contemporary scenario – Goals of Finance Function – Maximizing vs. Satisfying; Profit vs. Wealth vs. Welfare - Agency Relationship and Costs - Risk-Return trade off - Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**MODULE II -The Investment Decision**

Process- Projects: Generation – Evaluation - Selection - and Implementation. Developing Cash Flow: Data for New Projects - Capital Budgeting Techniques: Traditional and DCF methods - The NPV vs. IRR Debate - Approaches for reconciliation - Capital Budgeting decision under conditions of Risk and Uncertainty. Cost of Capital: Concept and Measurement of Cost of Capital - Debt vs. Equity – Equity Share Capital - Cost of Equity - Preference Shares, and Retained Earnings - Weighted Average Cost of Capital and Marginal Cost of Capital - Importance of cost of capital in capital budgeting decisions.

**MODULE III - Capital Structure Decision**

Capital Structure vs. Financial Structure – Capitalization - Financial Leverage, Operating Leverage and Composite Leverage - EBIT-EPS Analysis - Indifference Point/Break even analysis of financial leverage. Capital structure Theories: The Modigliani Miller Theory - NI Theory - NOI Theory and Traditional Theory - A critical appraisal.

**MODULE IV- Dividend Decision**

Dividends and Value of the Firm - Relevance of Dividends - MM Hypothesis - Factors determining Dividend Policy - Dividends and valuation of the firm - Basic models. Declaration and Payment of Dividends - Bonus shares - Rights Issue - Share-Splits. Major forms of Dividends – Cash and Bonus shares - The theoretical backdrop – Dividends and valuation - Major theories centered on the works of GORDON, WALTER and LITNER - A brief discussion on dividend policies of Indian companies.

**MODULE V- Working Capital Management**

Management of Current Assets- Working Capital Management- Components of working capital - Gross vs. Net Working Capital - Determinants of Working Capital needs - Operating Cycle Approach. Management of cash: Basic strategies for Cash Management - Cash Budget - Cash Management Techniques/Processes - Management of Receivables - Management of Inventory - Importance of Current Assets Management in Working Capital planning - Planning of working capital - Financing of working capital through Bank finance and Trade Credit - Recommendations of various Committees on Working Capital.

**Text Books**

- 1.G. Sudershan Reddy, Financial Management first edition 2011, Himalaya Publishing House.
- 2.Prasanna Chandra, "Financial Management Theory and Practice", 8th Edition. TMH ,2012
- 3.IM Pandey, Financial Management, 10th Edition, Vikas, 2015.

**References**

1. Shashi. K.Gupta, R.K.Sharma , "Financial Management" Kalyani Publishers, 2012.
2. M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6th Edition, TMH, 2012.
3. Bharat Tulsian , "Financial Management" S.Chand Publications,2012

Course Code	Course Title				Core/Elective		
M21PC203BM	<b>Global Business Environment</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC105BM</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objective**

The objective of this subject is to provide an understanding of Global perspective of Business Environment, its Regulations and Electronic mode of Business Applications in today's Organizations, Evolutionary nature with change of Technology and its relevance for Business.

**Course Outcomes**

After completion of this course, student will be able to:

1. Provide an understanding of Global Business imperative.
2. Gain knowledge in National Regulations and Trade Negotiations.
3. Understand the framework of Electronic Business and implementation of applications
4. Understand Global Strategic Market entry, implementing Intercultural Communications in order to develop technological ways to reach Foreign Markets.
5. Analyze the Electronic Commerce and Mobile Applications by adapting suitable Technology.

**Module I - Global Business Imperative**

An Overview of International Business - A global perspective - Emergence of Globalization and its Drivers - Scope of Internalization - Global entry strategies - Internationalization Process: Stages and Approaches - International Trade Theories - Environment of Global Business- Cultural and Political Environment.

**Module II - National Regulations and Trade Negotiations**

Rationale for Government Interventions - Forms of Trade Regulation at National Level - Tariff and Non- Tariff Barriers - Regional Economic Integration - Levels of Economic Integration - Benefits and Cost of Economic Integration - Trade Negotiations - Major Trading Blocks: EU – NAFTA - ASEAN - and SAARC - Basic Principles of Multilateral Trade Negotiations - GATT Rounds - WTO Structure and Functions - TRIPs & TRIMs - UNCTAD.

**Module III - Global E- Business Applications**

Conceptual Framework of E- Business - Prerequisites for Effective Transactions, E-Business Infrastructure, E-Business enabled Business Process Transformation & Challenges - E- Business Technology and Applications - E-Business Models - Policy framework of E- Business - Legal, Ethical & Taxation issues - Use and Protection of Intellectual Property Rights in Online Business.

**Module IV – Global Entry Strategies and E- Marketing**

Global Entry Strategies: Exporting – Licensing - Franchising - Contract Manufacturing - Integrated Local manufacturing. Global ownership strategies: Strategic Alliance - Types of strategic alliance - Selection, Managing and Sustaining Strategic Alliance - Cost and Benefit Analysis of Entry Strategies.

E- Marketing: Web Marketing Strategies - E-Advertisements and E-mail Marketing - Creating and Maintaining Brands.

**Module V – E- Commerce and M- Commerce Technology**

Introduction to E-Commerce - Functions of E-Commerce - Mobile Commerce (M- Commerce): Scope, Benefits and Limitations - Models of M-Commerce - E- Commerce Vs M- Commerce - Mobile Banking - M-Banking Technologies - M-Banking services - Advantages & Challenges - Digital Payment System: Framework and Types of digital payment system - Legal and Security issues relating to Mobile Commerce.

**Text Books**

1. Charles W. K. Hill and Arun K. K. Jain (2010), “International Business- Competing in the Global Market Place”, 6<sup>th</sup> Ed. Tata McGraw Hill.
2. Subba Rao (2010), “International Business”, Himalaya Publications, New Delhi.
3. Judy Strauss et.al. “E- Marketing”, Pearson Education, Low Price Edition.

**References**

1. Rakesh Mohan Joshi (2009), “International Business”, Oxford University Press.
2. H. Albert Napier et.al. “Creating a Winning E- Business”, Cengage Learning- Second Edition.
3. Gary P. Schneider, “E- Commerce, Strategy, Technology and Implementation”, Cengage Learning- Second Edition.
4. Jeanett and Hennessey (2005), “Global Marketing Strategies”, Jaico, New Delhi.

Course Code	Course Title					Core/Elective	
M21PC204BM	<b>Operations Research</b>					<b>Core</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC104BM</b>	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objective**

The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

**Course Outcomes**

After completion of this course, student will be able to:

1. Define the concept and State Managerial Applications of Operations Research.
2. Develop Mathematical Model for LPP and solve graphically and by Simplex method.
3. Formulate the Problem into Standard Transportation and Assignment Problem and get the Optimal Solution.
4. Develop Net Work Techniques to optimize Project Duration and Cost.
5. Discuss and Solve the various Waiting Line and Game Theory problems stating Managerial Applications of Simulation.

**Module I- Introduction**

- i. Introduction to Operations Research (OR) - Origin – Nature - Managerial Applications - Limitations of OR.
- ii. Linear Programming: Mathematical model - Formulation of LPP - Assumptions underlying LPP - Solution by the Graph - Exceptional cases.

**Module II -Allocation Model - I**

- i. Linear Programming Problems (LPP) - Simplex Method - Solution to LPP problems - Maximisation and Minimisation cases - Optimality Conditions - Degeneracy.
- ii. Dual-Formulation - Relationship between Primal-Dual - Solution of Dual - Economic interpretation of Dual
- iii. Sensitivity Analysis and its Implications.

**Module III -Allocation Model - II**

- i. Transportation Problem (TP) - Mathematical model: IBFS using North-West Corner Rule - Row and Column Minimum methods - Matrix minimum method (LCM) - Vogel's approximation method - Unbalanced TP – Degeneracy - Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical Model - Unbalanced AP - Restricted AP - Method of obtaining solution - Hungarian Method.
- iii. Travelling Salesman Problem (TSP) - Managerial Applications of AP and TSP.

**Module IV -Network Models**

- i. Network fundamentals - Scheduling the activities - Fulkerson's Rule – Critical Path Method(CPM) - Earliest and Latest times - Determination of ES and EF in the Forward Pass - LS and LF in

Backward Pass - Determination of Critical Path - Crashing - Time-cost trade-off.

- ii. PERT - Beta Distribution - Probabilistic Models - Calculation of CP - Resource Analysis and Allocation.

### **Module V- Waiting Line / Competitive Strategy Models**

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating Characteristics of Queues - Deterministic Queuing Models - Probabilistic Queuing Model - Cost Analysis - Single Channel Queuing Model - Poisson Arrival and Exponential service times within Finite Population.
- ii. Game Theory – Concepts - Saddle Point – Dominance - Zero-sum game - Two, three and more Persons games - Analytical Method of solving Two person Zero-sum games - Graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  Games.
- iii. Simulation - Process of simulation - Applications of simulation to different Management Problems.

### **Text Books**

1. N.D. Vohra, “Quantitative Techniques in Management”, 2010, 4<sup>th</sup>Ed.TMH.
2. J.K. Sharma, “Operations Research Theory and Applications 2009, 4<sup>th</sup>Ed.Macmillan.

### **References**

1. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, 2008, Springer.
2. Chakravarty, P, “Quantitative Methods for Management and Economics”, 2009, 1<sup>st</sup>Ed.HPH.
3. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, 2007, 9<sup>th</sup>Ed.Pearson.
4. Pannerselvam, R, “Operations Research”, 2006, 3<sup>rd</sup>Ed.PHI.
5. Selvaraj, R, “Management Science Decision Modeling Approach”, 2010, 1<sup>st</sup>Ed.Excel.
6. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, “Operations Research Principles and Practice”, 2<sup>nd</sup> Ed. John Wiley and Sons.
7. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8<sup>th</sup>Ed.TMH.
8. Prem Kumar Gupta & others, “Operations Research”, 2010, S.Chand.
9. K.K Chawla, Vijaygupta, Bhushan K. Sharma, Operations Research, Quantitative Analysis for Management, Kalyani Publications,2020.

Course Code	Course Title				Core/Elective		
M21PC205BM	<b>Entrepreneurship And Development</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- The objective of the course is to understand the Role and Importance of Entrepreneurship for Economic Development.
- Understanding the stages of the Entrepreneurial Process and the resources needed for the successful development of Entrepreneurial Ventures.

**Course Outcomes**

After completion of this course, student will be able to:

1. Describe the Role of Entrepreneurship and its Growth in India.
2. Understand Factors affecting Entrepreneurship Growth.
3. Explain the Concept of Small Enterprise.
4. Identify various sources of Institutional Finance to Entrepreneurs.
5. Understand the Role of Venture Capital financing in India.

**Module – I Entrepreneur and Entrepreneurship**

Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship – Recent Trends in Entrepreneurship Development – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

**Module – II Factors Affecting Entrepreneurial Growth**

Economic Environment – Economic- Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies – Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops – Entrepreneurship Development Programmes (EDP’s) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

**Module – III Small, Micro, Medium Scale Enterprises**

Definition of Small Industry – Characteristics of Small-Scale Industry – Latest amendments in Small scale Industry Act – Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems – Opportunities – Future growth – Project Identification – Project Formulation – Project Appraisal – Financing and Ownership Structures.

**Module – IV Institutional Finance for Entrepreneurs**

Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions Such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non-Banking Financial Institutions – LIC- Role of Training Institutions in Entrepreneurship growth - NSIC, SIDC, SIBC, SFC, SISI, DICs and TCOs. Government Schemes to Develop and encourage entrepreneurship.

**Module – V Venture Capital Financing**

Concept of Venture Capital Financing – Features - Need - and Relevance of Venture Capital – Establishment of Venture Capital Funds – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture



***For the Academic years 2021-2023***

Capital in India – Evaluation of Venture Capital Financing – Conventional Valuation – First Chicago Method – Revenue Multiplier Method – Venture Capital Firms in India – Structure & Methodology of Venture Capital Fund – Performance measurement – Role of TDICI in Building Venture Capital Fund – Exit Strategies of Venture Capitalists – Imperative of VCF development in India.

**Text Books**

1. Dr. Vasanth Desai, 2012, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasanth Desai, 2010, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar 2010, Entrepreneurship, Excel Books.
5. Poornima M Charinthmath, 2010, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, 2008, Entrepreneurship and New Venture Creation, PHI New Delhi.

**References**

1. S. R Bowmick & M. Bhowmik, 2010, Entrepreneurship, New Age International Books.
2. Morse E.A Mitchel, 2006, Cases in Entrepreneurship, Sage Publishers.
3. Raj Aggarwal, 2008, Business Environment, Excel Books New Delhi.
4. Donald G Kurato and Richard M Hodgetts, 2008, Entrepreneurship, Thompson Publications.

Course Code	Course Title				Core/Elective		
M21PC206BM	<b>Business Research Methods</b>				<b>Core</b>		
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC104BM</b>	<b>4</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- Enable the students to learn the importance of research.
- Involve the students in activities related to Research.
- Train students on Data Collection and Data Processing Methods.
- Impart the Report Writing Skills.

**Course Outcomes**

After completion of this course, student will be able to:

1. Acquire knowledge about various Research Designs.
2. Understand various Data Collection Sources and Methods to formulate the Research Problem.
3. Acquire basic Knowledge about Quantitative and Qualitative Research.
4. Gain knowledge on Descriptive and Inferential Data Tools.
5. Learn and Apply Knowledge of Report Writing.

**Module I-Introduction to Research**

Business Research-Definition – Significance - Nature and Scope - Importance - Criteria of Business Research - Marketing Information System - Paradigm shift in Research - Research Design: Types of Research Designs - Descriptive – Exploratory – Diagnostic - and Causal Research - Types of research: Theoretical and Empirical Research - Cross-sectional and Time-series Research - Research Objectives - Research Hypotheses - Characteristics - Research from an Evolutionary Perspective - Role of Literature Review in Research.

**Module II-Research Process : Data Collection**

Research Process - Data Sources: Primary Data - Secondary Data - Data Collection Methods: Types of Data Collection - Questionnaire Design - Questionnaire Layout - Question Content - Wording - Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study– PreTest.

**Module III- Measurement and Scaling Techniques**

Measurement and Scaling Techniques – Different types of Scales: Nominal, Ordinal - Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity - Construct Validity - and Reliability.

**Module IV-Test of Hypothesis**

Test of Hypothesis- Type-I and Type-II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA: One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple Regression Analysis – Multidimensional Scaling.

### **Module V-Report Preparation**

Report Preparation- Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability –Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

### **Text Books**

1. C.R. Kothari (2009) Research Methodology: Methods and Techniques, New Age international Publishers, 4th edition.
2. Dr. O.R Krishna Swamy, (2011), Methodology of Research in Social Sciences, Himalaya Publication House.

### **References**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Borden, K. S. and Abbott, B. B. (2011). Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Creswell, J. W. (2007). Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.

Course Code	Course Title					Core/Elective	
M21OE221BM	<b>Strategic Management Accounting</b>					<b>Open Elective II</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC102BM</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- Understand the Importance and Application of Strategic Management Accounting Process in Business Decision Making for Sustainability of Business in a Competitive World.
- Gain knowledge of Break-Even Analysis and its use to Management.
- Achieve Maximum Efficiency and Cost Control through Standard Costing.
- Application of Responsibility Accounting and Activity Based Costing to improve the contribution and sustainability of Business Activities.
- Acquire Knowledge about Product Life Cycle Costing and Target Costing in Strategic Development of the Organization.

**Course Outcomes**

After completion of this course, student will be able to:

1. Understand Management Control System, Discuss and Application of Marginal Costing in Business Decision Making
2. Discuss Strategic Planning and Control and Application of Controlling Techniques of Standard Costing and Budgeting.
3. Acquire Knowledge about Responsibility Centers and Evaluate Performance of Segments by Application of Responsibility Accounting.
4. Understand, Analyze and Evaluate Activity Based Costing and also acquire knowledge about Customer Account Profitability.
5. Understand and acquire knowledge on Strategic Discussions on Product Life Cycle costing, Target Costing and Competitor Pricing.

**Module – I: Introduction to Management Control**

Strategic Management Accounting: Meaning - Scope - Strategic Importance - Nature and Characteristics of Management Control system.

Cost behavior: Nature and Characteristics of Management Control System - Cost Behavior and Decision Making - Fixed and Variable Costs - Cost-Volume-Profit (CVP) Analysis - Marginal Costing: Concept of Break-Even Analysis - Uses for Decision-Making - Optimization of Product-Mix - Make or Buy - Capacity Utilization - Plant Shutdown - Key Factor Analysis.

**Module – II: Strategic Planning and control & Accounting for control**

Strategic Planning: Management Control and Operational Control - Meaning – Concept & Purpose

Standard Costing: Concept - Purpose of Standards - Types of Standards - Standard Setting - Variance Analysis - Interpretation.

Budgetary control: Meaning & Purpose - Components of Effective Budgeting Program - Importance and Relevance - Performance Budgeting - Zero-Based Budgeting – Numerical Problems: Fixed budgets - Flexible Budgeting - Production budget - Cash budget - and Sales budget.

**Module – III: Responsibility Accounting**

Responsibility Centers - Need for Divisionalization - Types of Responsibility Centers: Cost Center - Profit Center - Revenue Center and - Investment Center - Performance Reports – Responsibility Accounting – Segmented Performance Evaluation (Numerical Problems).

**Module - IV Activity Based Costing and Customer Account Profitability analysis**

Activity Based Costing System : Meaning - Tracing Costs from Activities to Products and Services - Activity Based Management - Activity Cost drivers - Activity Based Costing vs. Traditional Costing - Numerical Problems in Activity Based Costing.

Customer Account Profitability Analysis: Meaning and Need for CAP Analysis.

**Module – V Strategic decisions for Product life cycle, Competitor analysis and Target Costing**

Product Life Cycle Costing: PLC Assessment - Cost Assessment - Pricing and Evaluation Criteria for Products at different stages of PLC.

Competitor Accounting: Concept and Importance - Sources of Competitor Information - Competitive Pricing and Bidding. Target Costing: Target Costing – Meaning – Importance - Cost Analysis for Pricing Decisions.

**Text Books**

1. Khan M.Y. and Jain.P.K., “Management Accounting – Text, Problems and cases”, 2007, 4<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
2. R.P.Rustagi, “ Management Accounting”, 2021, 2<sup>nd</sup> Edition, Taxmann’s Publication.
3. Jawaharlal “ Advanced Management Accounting – Text, Problems and Cases”, 2016, S.Chand Publishing.

**References**

1. Hansen &Mowen, “Management Accounting”, 2009, 7<sup>th</sup> ed. Cengage Learning, New Delhi.
2. Ward. K, “Strategic Management Accounting”, 2010, Butterworth Heinemann, New Delhi.
3. S.C.Vaidya, Suveera Gill, “Cost Management – A Strategic Approach”, 2009, Macmillan India.
4. SudhindraBhat, “Management Accounting”, 2009, Excel Books, New Delhi.
5. Paresh Shah, “Management Accounting”, 2010, Oxford University Press Publications.
6. M.C.Shukla, T.S.Grewal and M.P.Gupta, “Cost Accounting – Text and Problems”. 2010, S.Chand.
7. Atkinson.A.A., Kaplan, R.S. and Young S.M., G.Arun Kumar, “Management Accounting”, 2009, IV edition, Pearson / Prentice Hall of India.
8. M.A.Sahaf, “Management Accounting – Principles and Practice”, 2009, Vikas, New Delhi.

Course Code	Course Title					Core/Elective	
M21OE222BM	<b>Digital Marketing</b>					<b>Open Elective II</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
<b>M21PC103BM</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To understand the Importance of Digital Marketing and its Applications.
- To focus on how Digital Marketing can be utilized by Organizations and how its effectiveness can be measured.

**Course Outcomes**

After completion of this course, student will be able to

1. Understand the Applications of Digital Marketing in the Globalized Market.
2. Apply the knowledge of channels of Digital Marketing in the Business.
3. Create a Digital Marketing Plan to develop the Existing Businesses.
4. Acquire the knowledge of Search Engine Marketing and Online Advertising.
5. Apply the concepts of Social Media tools to reach the Customers.

**Module I-Understanding Digital Marketing**

Concept of Digital Marketing - Components - Need and Scope - Benefits - Digital Marketing Platforms and Strategies - Comparison of Marketing and Digital Marketing - Digital Marketing Trends.

**Module II-Channels of Digital Marketing**

Digital Marketing - Website Marketing - Search Engine Marketing - Online Advertising - Email Marketing - Blog Marketing - Social Media Marketing - Audio, Video and Interactive Marketing - Online Public Relations - Mobile Marketing - Migrating from Traditional Channels to Digital Channels.

Marketing in the Digital Era: Segmentation - Importance of Audience Segmentation - Different Segments usage of Digital Media - Organizational Characteristics - Purchasing Characteristics - Using Digital Media to Reach, Acquisition and Retention of New Customers - Digital Media for Customer Loyalty.

**Module III-Digital Marketing Plan**

Need of a Digital Marketing Plan - Elements of a Digital Marketing Plan - Marketing Plan - Executive Summary - Mission - Goals - Situational Analysis - Opportunities and Issues- Marketing Strategy - Action Plan – Budget - Writing the Marketing Plan - and Implementing the Plan.

**Module IV-Search Engine Marketing and Online Advertising**

Importance of SEM - Understanding Web Search – Keywords - HTML Tags - Inbound Links - Online Advertising vs. Traditional Advertising - Payment Methods of Online Advertising - CPM (Cost-per-Thousand) and CPC (Cost-per-click) - Display Ads - Choosing a Display Ad Format - Landing Page and its importance.

**Module V-Social Media Marketing**

Understanding Social Media - Social Networking with Facebook – LinkedIn - Blogging as a social medium - Micro blogging with Twitter - Social Sharing with YouTube - Social Media for Customer Reach - Acquisition and Retention.

**Text Books**

1. Vandana Ahuja, Digital marketing, Oxford University Press 2015
2. Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2019

**References**

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
3. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
4. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.

Course Code	Course Title					Core/Elective	
M21PW208BM	<b>Seminar Presentation</b>					<b>Open Elective II</b>	
Prerequisite	Contact Hours per Week				CIE	SEE	Credits
	L	T	D	P			
-	<b>3</b>	<b>1</b>	-	-	<b>30</b>	<b>70</b>	<b>5</b>

**Course Objectives**

- To develop Student Skills of interaction in exploring the facts.
- To develop Integrative Skills of Discussion in arriving at conclusion.
- To develop Skills of Critical Evaluation of given Topic /Situation.
- To develop Skills of exploring knowledge base and frame the text.

**Course Outcomes**

1. Improve Presentation skills Student is expected to present with clear aims and outcomes.
2. Argumentative and Critical thinking will be inculcated.
3. Improve sequence of text presentation in order to provide logical clarity.

**Course: Seminar Presentation**

**Methodology of Seminar presentation:**

1. This is an individual presentation using PPT.
2. Student is expected to take a “Contemporary topic”.
3. Methodology includes:
  - (a) Introduction
  - (b) Scope
  - (c) Objective of the presentation
  - (d) Analytical presentation of the topic
  - (e) Limitations.



*For the Academic years 2021-2023*