

**NOIDA INSTITUTE OF ENGG. & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(AN AUTONOMOUS INSTITUTE)**



Affiliated to

DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY, LUCKNOW



Evaluation Scheme & Syllabus

For

Masters of Business Administration

MBA

First Year

(Effective from the Session: 2022-23)

**NOIDA INSTITUTE OF ENGG. & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(AN AUTONOMOUS INSTITUTE)**

**Masters of Business Administration
MBA
EVALUATION SCHEME
SEMESTER -I**

S. No.	Subject Code	Subject Name	Periods			Evaluation Scheme				End Semester		Total	Credit
			L	T	P	CT	TA	Total	PS	TE	PE		
1	AMBA0101	Management Principles & Organizational Behavior	3	0	0	30	20	50	0	100	0	150	3
2	AMBA0102	Managerial Economics	3	0	0	30	20	50	0	100	0	150	3
3	AMBA0103	Introduction to Business Analytics	3	1	0	30	20	50	0	100	0	150	4
4	AMBA0104	Marketing Management	3	0	0	30	20	50	0	100	0	150	3
5	AMBA0105	Communication for Managers	3	0	0	30	20	50	0	100	0	150	3
6	AMBA0106	Financial Accounting & Analysis	3	1	0	30	20	50	0	100	0	150	4
7	AMBA0107	Design Thinking	2	0	0	30	20	50	0	50	0	100	2
8	AMBA0151Z	Advance Excel for Business Analytics	0	0	4				50		50	100	2
9	AMBA0152Z	Minor Project Report	0	0	4				50		50	100	1
10	AMBANC0155	Professional Communication Lab	0	0	2				50			50	
Total												1200	25

PLEASE NOTE:-

- **Compulsory Audit Courses (Non Credit - AMBANC0155)**
 - All Compulsory Audit Courses (a qualifying exam) has no credit.
 - Total and obtained marks are not added in the Grand Total.

Abbreviation Used:-

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam., PE: Practical End Semester Exam.

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**Masters of Business Administration
MBA
EVALUATION SCHEME
SEMESTER -II**

S. No.	Subject Code	Subject Name	Periods			Evaluation Scheme				End Semester		Total	Credit
			L	T	P	CT	TA	Total	PS	TE	PE		
1	AMBA0201	Business Environment & Legal Aspects of Business	3	0	0	30	20	50	0	100	0	150	3
2	AMBA0202	Business Research Methods	3	0	0	30	20	50	0	100	0	150	3
3	AMBA0203	Entrepreneurship Development	3	0	0	30	20	50	0	100	0	150	3
4	AMBA0204Z	Financial Management	3	1	0	30	20	50	0	100	0	150	4
5	AMBA0205	Quantitative Techniques for Managers	3	1	0	30	20	50	0	100	0	150	4
6	AMBA0206	Human Resource Management	3	0	0	30	20	50	0	100	0	150	3
7	AMBA0207	Management Information System	3	0	0	30	20	50	0	100	0	150	3
8	AMBA0208	Operations and Supply Chain Management	3	0	0	30	20	50	0	100	0	150	3
9	AMBA0251	Comprehensive Viva	0	0	0						100	100	1
Total												1300	27

Abbreviation Used:-

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam., PE: Practical End Semester Exam.

MBA –FIRST YEAR

Course Code	AMBA0101	L	T	P	Credit
Course Title	Management Principles & Organizational Behavior	3	0	0	3
Course objective: Objective of this course is to:				Duration: 40 Hours	
1	Enable students to understand Management Concepts, managerial practices and their perspectives.				
2	Develop understanding of concepts of organizing and directing.				
3	Equip the students with concepts of motivation and their application.				
4	Comprehend and interpret the aspects of individual and group behavior.				
5	Inculcate leadership skills and team building capabilities in students.				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Introduction and Planning	8 Hours			
<p>Fundamentals of Management: Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies.</p> <p>Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & Techniques, Case Studies.</p>					
UNIT-II	Organizing & Directing	8 Hours			
<p>Organizing & Staffing- Types of organization, Organization structure and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & Development.</p> <p>Directing & Controlling- Principles of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies.</p>					
UNIT-III	Motivation	8 Hours			
<p>Motivation: Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, Meaning of Perception, process, behavioral applications of perception. Case Studies.</p>					
UNIT-IV	Individual Behaviour	8 Hours			
<p>Fundamentals of individual behavior, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change.</p> <p>Meaning & Type of Group Behaviour, Interpersonal skills, Transactional Analysis, Johari Window.</p>					
UNIT-V	Leadership & Team Building	8 Hours			
<p>Leadership: Leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, Managerial Grid, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development, Organizational Change: Meaning of organizational change approaches to managing organizational change, Kurt Lewin Model of change. Case Studies.</p>					
Course outcome: At the end of course, the student will be able to					
CO 1	Remember management concepts & process.	Knowledge (K2), Remembering (K1)			
CO 2	Understand and apply the principles of organizing & directing in solving contemporary issues of	Knowledge (K2), Applying (K4)			

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

MBA –FIRST YEAR					
Course Code	AMBA0102	L	T	P	Credit
Course Title	Managerial Economics	3	0	0	3
Course objective: Objective of this course is to				Duration: 40 Hours	
1	Understand the concepts and importance of Managerial Economics in taking business decisions.				
2	Enable students to apply various concepts of law of demand and supply for taking price decisions.				
3	Develop understanding of production concepts and cost concepts.				
4	Understand and be able to apply pricing decision to various market structure				
5	Comprehend various theories of the firm.				
Pre-requisites: Required Basic Knowledge of management concepts and principles.					
Course Contents / Syllabus					
UNIT-I	Basic Concepts and principles	8 Hours			
Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies.					
UNIT-II	Demand and Supply Analysis	10 Hours			
Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting- meaning, significance and methods. (numerical Exercises) Case Studies Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Case Studies					
UNIT-III	Production and cost Analysis	8 Hours			
Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue . Case Studies					
UNIT-IV	Market structures	8 Hours			
Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination.					
UNIT-V	Economic Theory	6 Hours			
The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information. Case Studies.					

Course outcome: At the end of course, the student will be able		
CO 1	To remember and understand the concepts of micro economics to make effective business decisions under conditions of risk and uncertainty.	Remembering (K1) Understanding (K2)
CO 2	To understand the law of demand & supply & their elasticities.	Understanding(K2)
CO 3	To analyze production concepts, cost concepts and their impact on business decisions.	Analyzing (K4)
CO 4	Understand & evaluate pricing decisions under the different market structures.	Understanding(K2) Evaluating K5)
CO5	To analyze various theories of the firm and how they affect the business decisions.	Analyzing (K4)
Text books		
<ol style="list-style-type: none"> 1. Managerial Economics, Nick Wilkinson, Cambridge University Press, 2. Managerial Economics, Theory, Practice & Problems, Douglas Evan J, PHF, New Delhi; 1983, First Edition 		
Reference Books		
<ol style="list-style-type: none"> 1. Managerial Economics ,D.N.Dwivedi,Vikas Publication, 7th Ed 2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed. 3. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand. 		

MBA –FIRST YEAR					
Course Code	AMBA0103	L	T	P	Credit
Course Title	Introduction to Business Analytics	3	1	0	4
Course objective: Objective of this course is to		Duration: 40 Hours			
1	Understand the different basic concept / fundamentals of business statistics.				
2	Understand the importance of measures of Descriptive statistics and their implication on Business performance.				
3	Understand the concept of Probability and its usage in various business applications.				
4	Understand the practical application of various concepts.				
5	Understanding Decision making environment and applying the Concept of Business Analytics				
Pre-requisites: Basic knowledge of statistics					
Course Contents / Syllabus					
UNIT-I	Descriptive Analytics			10 Hours	
Introduction of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.					
UNIT-II	Predictive Analytics			6 Hours	
Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.					
UNIT-III	Probability Theory& Distribution			8 Hours	
Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass function, Probability Density functions Probability Theoretical Distributions: Binomial; Poisson and Normal distributions.					
UNIT-IV	Time Series & Index Number			8 Hours	
Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.					
UNIT-V	Decision-making environments			8 Hours	
Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications. Application of AI and machine learning in business decisions. Evaluation Metrics, Tree-Based Model, Artificial Neural Networks and deep learning, Model Ensembles, Evaluation- The holdout and random sub sampling					
Course outcome: At the end of course, the student will be able to					
CO 1	Gain Knowledge of basic concepts / fundamentals of business statistics and its role in descriptive analytics.			Knowledge (K2)	
CO 2	Apply Correlation and Regression analysis into business problems and their implication on Business performance.			Applying (K4)	

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

Text books

1. G C Beri – Business Statistics, 3rd edition, TATA McGrawHill.
2. Evans James, Business Analytics
3. Chandrasekaran&Umaparvathi – Statisticsfor Managers, 1st edition, PHI Learning.

Reference Books

1. J.K Sharma – Fundamentalof Business Statistics, 5e Paperback – 1 January 2020
2. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
3. Davis,Pecar – Business Statistics using Excel, Oxford
4. Ken Black – Business Statistics, 5th ed., Wiley India
5. Levin and Rubin – statistics for Management, 7th ed., Pearson
6. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
7. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
8. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

MBA –FIRST YEAR					
Course Code	AMBA0104	L	T	P	Credit
Course Title	Marketing Management	3	0	0	3
Course objective: Objective of this course is to		Duration: 40 Hours			
1	Facilitate understanding of the conceptual framework of marketing				
2	Develop understanding on Consumer and business buying behavior				
3	Develop skill to understand Segmentation, Targeting and Positioning and develop strategy				
4	Ability to Understand and implement the Marketing Mix Strategies				
5	Ability to understand Recent Trends in Marketing				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Introduction to Marketing & Marketing Environment				7 Hours
Introduction, objectives, Scope and Importance of marketing. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations. Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning and Implementation.					
UNIT-II	Consumer behavior				8 Hours
Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Behaviour Models, Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Roles in Industrial Marketing					
UNIT-III	Segmentation, Targeting and Positioning				8 Hours
Introduction, Concept of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies					
UNIT-IV	Marketing Mix Strategies				9 Hours
Product Management: Introduction, Product Mix Strategies, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC) Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies Distribution Management: Introduction, Channel Management Strategies, Introduction to Logistics Management, Retailing and Wholesaling-Meaning, Types, Multi-Channel Marketing Promotion Management-: Introduction, Integrated Marketing Communications (IMC), Promotion Mix, Advertising Budget					
UNIT V	Recent Trends in Marketing				8 Hours
Recent Trends in Marketing- Rural Marketing, Digital and Mobile Marketing, Customer Relationship Management, Marketing Information System (MKIS)					
Course outcome: At the end of course, the student will be able to					
CO 1	Remember and Comprehend basic marketing concepts.			Remembering (K1) Understanding(K2)	

CO 2	Understand and Analyzing Business/ Consumer Markets	Understanding(K2) Applying(K3)
CO 3	Apply and develop Marketing Strategies and Plans	Applying(K3) Creating(K6)
CO 4	Understand and Analyze marketing for delivering and communicating value with four P's of marketing.	Understanding(K2) Analyzing (K4)
CO 5	Develop marketing strategies in view of contemporary issues.	Creating(K6)

Text books

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

Reference Books

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

MBA –FIRST YEAR					
Course Code	AMBA0105	L	T	P	Credit
Course Title	Communication for Managers	3	0	0	3
Course objective: Objective of this course is to				Duration: 40 Hours	
1	Understand business communication strategies and principles for effective communication in domestic and international business situations.				
2	Apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.				
3	Develop the ability to research and write a documented paper and/or to give an oral presentation.				
4	Develop the ability to use technology to facilitate the communication process.				
5	Apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Role of communication				8 Hours
Introduction: Types of Communication-Role of communication – defining and Framework of Communication – purpose of communication – process of communication –characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis – barriers to communication. Case Studies					
UNIT-II	Oral communication & Written communication				8 Hours
Oral Communication – principles of successful oral communication – conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication- Kinetics- Voice Modulation - Expression. Written communication: Principles of effective writing – The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.					
UNIT-III	Presentation skills				8 Hours
Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – Report - Types of Reports and objectives of report writing – progress reports, routine reports – Annual reports – format. Presentation skills: Effective presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation - types of visual aid					
UNIT-IV	Employment communication				8 Hours
Introduction – writing CVs – Group discussions – interview skills - Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. Case Studies					
UNIT-V	Group communication				8 Hours

Meetings – Planning meetings – objectives – Types of Meeting – Meeting Etiquettes.
 Media management – the press release – press conference – media interviews – Seminars –
 workshop – conferences. Business etiquettes. Case Studies

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

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

Text Books

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

Reference Books

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

MBA –FIRST YEAR				
Course Code	AMBA0106	L	T P	Credit
Course Title	Financial Accounting & Analysis	3	1 0	4
Course objective: Objective of this course is		Duration: 40 Hours		
1	To understand the basic theory, concepts and practice of Financial Accounting.			
2	To enable students to understand information contained in the published financial Statements of companies and other organizations.			
3	To enable the students to prepare the Accounting Statements, but their uses and limitations will also be emphasized.			
4	To analyze the Performance of a company.			
5	To analyze the concept of Working Capital and flow of Operating Cycle in the firm.			
Pre-requisites: Required Basic Knowledge for Accounting				
Course Contents / Syllabus				
UNIT-I	Meaning and Scope of Accounting	6 Hours		
Overview of Accounting, Users of Accounting, Accounting Concepts and Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Depreciation (Straight line and Diminishing method) .				
UNIT-II	Accounting Standards and IFRS	6 Hours		
International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.				
UNIT-III	Mechanics of Accounting	10 Hours		
Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Reconciliation, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.				
UNIT-IV	Analysis of Financial statement	10 Hours		
Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.				
UNIT-V	Concepts of Working Capital	8 Hours		
Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.				
Course outcome: At the end of course, the student will be able				
CO 1	To understand accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/Comprehending (K 3)		
CO 2	To recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	Knowledge (K2)		
CO 3	To create and prepare financial statements in accordance with Generally Accepted Accounting Principles.	Synthesizing (K6)/ Remembering (k1)		

CO 4	To Utilize the technology (such as computers, information databases) in facilitating and enhancing accounting and financial reporting processes.	Applying (K 4)
CO 5	To Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analyzing (K 4) / Evaluating (K7))
CO 6	To analyzethe basic concepts and importance of working capital management.	Remembering (K1)/ Applying (K4)

Text books

1. Maheshwari S N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
3. Paresh Shah- Financial Accounting for management (Oxford University Press, 2nd Edition)

Reference Books

1. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).
2. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
3. Jerry J. Weygandt - Financial Accounting, 10e WileyPLUS (next generation) + Loose-leaf

MBA –FIRST YEAR

Course Code	AMBA0107	L	T	P	Credit
Course Title	Design Thinking	2	0	0	2
Course objective: Objective of this course is to				Duration: 25 Hours	
1	Understand the need for Creative Thinking and Innovation				
2	Understand the process involved in innovation and creativity.				
3	Analyze the available design thinking solutions in products and services				
4	Apply design thinking to your real life problems / situations in order to evolve an innovative and workable solutions				
5	Understand the need of reverse engineering for solving business problems				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	PROCESS OF DESIGN THINKING				5 Hours
Meaning of Innovation and creativity. Difference between innovation and creativity, and its role in Industry and organizations, dynamics of creative thinking, Process of Design Thinking, implementing the process in driving innovation, Case Study					
UNIT-II	IDEA GENERATION				5 Hours
Introduction - Create Thinking - Generating Design Ideas - Lateral Thinking – Analogies – Brainstorming - Mind mapping - National Group Technique – Synectic’s - Development of work - Analytical Thinking					
UNIT-III	APPLICATION OF DESIGN THINKING				5 Hours
Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions					
UNIT-IV	RESEARCH DESIGN				5 Hours
Design innovation project – the tools used to collect data about users and customers – plan and conduct primary market research and how to analyze the result					
UNIT-V	REVERSE ENGINEERING				5 Hours
Reasons for Reverse Engineering - Reverse Engineering Process. Prototypes and minimum viable products - methods for evaluating design solutions. Case Study					
Course outcome: At the end of course, the student will be able to					
CO 1	Gain in depth knowledge about creative thinking and design thinking in every stage of problem				Understanding (K1)
CO 2	Understand the various stages in innovative thinking and to use design thinking to generate innovative ideas				Applying (K4)
CO 3	Applying design thinking to Business problems/situations in order to evolve an innovative and workable solutions				Applying (K4)
CO 4	Have a process and mindset suited to innovation and creative problem-solving				Designing (K5)
CO 5	Apply reverse engineering concepts for solving business problems				Applying (K4)
Text books					
1. Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)					

2. Tom Kelly, *The Art of Innovation: Lessons in Creativity From IDEO, America's Leading Design Firm* (Profile Books, 2002)

Reference Books

1. Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation* (Harper Business, 2009)

2. Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, *The Designing for Growth Field Book: A Step-by-Step Project Guide*(Columbia University Press, 2014)

3. Jeff Dyer, Hal Gregersen, Clayton Christensen, *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators* (Harvard Business Review Press, 2009)

4. Roger Martin, *The Design of Business: Why Design Thinking Is The Next Competitive Advantage* (Harvard Business Review Press, 2009)

5. Alexander Osterwalder and Yves Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (John Wiley and Sons, 2010)

6. Nigel Cross, *Design Thinking: Understanding How Designers Think and Work* (Bloomsbury Academic, 2011)

MBA –FIRST YEAR					
Course Code	AMBA0151Z	L	T	P	Credit
Course Title	Advanced Excel for Business Analytics	0	0	4	2
Course objective: Objective of this course is to				Duration: 40 Hours	
1	Understand and apply various functions of excel.				
2	Enable students to work on pivot table.				
3	Develop understanding about VBA Macro and its application in business decisions.				
4	Impart Basic concept of Tableau				
5	Understanding the application of various software's for business research.				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Functions in Excel & Introduction to Advanced Excel				8 Hours
Elements of Spread Sheet, Creating Spread Sheet and Formatting, Using Basic Functions, Financial, Statistical, Text, Date and Time Functions. Advanced Excel : What-if Analysis, Logical Function, Data Validation, Lookup Function: Vlookup/Hlookup, Index and Match , Nested V Lookup					
UNIT-II	Pivot Table				8 Hours
Creating pivot table, advanced value field setting, grouping based on numbers and dates, calculated fields and calculated items, Array functions, Using array formulas, Chart: Bar chart, Pie Chart, Line chart etc. Adding tables & charts to dashboard.					
UNIT-III	VBA Macro				8 Hours
Recording a Macro , Procedure and functions in VBA , Variables in VBA, Variable data types , Else-if statement , Defining select case statement, Merge worksheet into macro, merge multiple excel files into one sheet , Split worksheet using VBA filters.					
UNIT-IV	Introduction to Tableau				8 Hours
Introduction to Tableau, Data Visualization, Business Intelligence tools, Tableau Architecture, Tableau Server Architecture, VizQL, Introduction to Tableau Prep, Tableau Prep Builder User Interface, Data Preparation techniques using Tableau Prep Builder tool.					
UNIT-V	Introduction to Business Analytics				8 Hours
Concept of Business Analytics- Meaning, types and application of Business Analytics, Use of Spread Sheet to analyze data-Descriptive analytics, Application of Excel and SPSS in Analytics, Excel Solver, Solving ANOVA, correlation and regression numerical through Excel and SPSS.					
Course outcome: At the end of course, the student will be able					
CO 1	To confidently manage worksheets and workbooks, enter data and be able to perform calculations by creating basic formulas				Applying(K4)
CO 2	To work with advanced formulas, lists, and illustrations and work with charts and advanced formatting including styles				Applying (K4)
CO 3	To provide students a basic understanding on macros				Understanding (K2)
CO 4	To provide a brief insight into application of Tableau				Applying (K4)

CO 5	To apply various software for business decision making.	Applying (K4)
Text books		
1.Advance excel 2016 training guide, RituArora, BPB Publication 2. Spread Sheet Modeling and Decision analysis- A Practical Introduction to Business Analytics by Cliff Ragsdale		
Reference Books		
1. Excel Quick Start Guide from beginner to expert, William Fischer. 2. Excel 2019, Greg Harvey, Ph. D		

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

MBA –FIRST YEAR

Course Code	AMBA0152Z	L T P	Credit
Course Title	Minor Project Report	0 0 4	1
Pre-requisite	As per the academic regulations		

Course Objectives:

To understand importance of social issues with the help of contemporary research.

To develop written and presentation skills among team members.

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

Expected Course Outcome:

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

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

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

Guidelines:

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

The criteria for evaluation have been described below:

The scheme of evaluation for Project Report

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

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

1. Cover Page
2. Certificate Issued by HOD
3. Preface
4. Acknowledgement
5. Table of Content
6. Introduction of Topic
 - Objective of the Study
 - Limitations of the study
7. Literature Review
8. Company/Industry Profile
9. Research Methodology
10. Data Analysis and Discussion
11. Findings
12. Recommendations
13. Social and Managerial Implications of the study
14. Conclusion
15. References
16. Annexure

Mode of Evaluation: Presentation, Final oral viva

Course Code	AMBANC0155	L T P	Credit	Total Hours
Course Title	Professional Communication Lab	0 0 2	0	48
Objective				
<ul style="list-style-type: none"> • Students can converse effectively in English • They can face a job interview 				
Suggested list of Activities				
	Activities			Time
1. Interactions Level 1:	<ul style="list-style-type: none"> • Greet and take leave of people • Introducing oneself and others • Conversations in different situations - * role play • Telephone conversations 			4 hours
2. The Sounds of English – Pronunciation practice through Oral Drill	<ul style="list-style-type: none"> • Relationship between letters and sounds • Practice difficult consonant sounds • Practice difficult vowels and diphthongs • Learn and practice consonant clusters 			6hours
3. Interactions Level 2: (Introducing the vocabulary & sentence structures of polite conversation) *[Through audio-video clips]	<ul style="list-style-type: none"> • Getting someone’s attention • Seeking clarifications politely • Expressing opinions, apologizing • Listening effectively 			4hours
4. Stress and Tone - Pronunciation practice through *Oral Drill	<ul style="list-style-type: none"> • Syllables and word stress • Sentence stress • Strong and weak forms of words 			6 hours
5. Interactions level 3:	Handling basic interview questions			8 hours
6. One-to-one Interview *[To be video recorded and graded]	<ul style="list-style-type: none"> • Emphasis on body language and voice dynamics 			20 hours
[* *Classroom methodology				
	Course outcome: At the end of the course the students will be able to			Levels
CO 1	Understand the basic nuances of interpersonal and organizational communication			K2
CO 2	Enunciate individual speech sounds clearly			K3
CO 3	Express themselves effectively using appropriate vocabulary			K3
CO 4	Apply the knowledge of basic phonetics to speak more effectively and fluently			K3
CO 5	Demonstrate interview skills with effective body language			K5

MBA –FIRST YEAR			
Course Code	AMBA0201	L T P	Credit
Course Title	Business Environment & Legal Aspects of Business	3 0 0	3
Course objective: Objective of this course is to		Duration: 40 Hours	
1	Develop understanding and provide knowledge about business environment to the management students.		
2	Promote basic understanding on the concepts of Business Environment and international business environment.		
3	Provide basic understanding of law of contract.		
4	Impart basic understanding of provisions of Companies Act concerning incorporation and regulation of business organizations.		
5	Appraise the students on the leading practical application-based case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.		
Pre-requisites:			
Course Contents / Syllabus			
UNIT-I	Introduction to Micro Environment	8 Hours	
Meaning of Business & Business Environment, Types of Business Organizations , SWOT analysis , Types of Environment-Internal to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise , Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological) Michael Porter’s Five Forces Analysis, Competitive Strategies			
UNIT-II	Macro Environment	6 Hours	
Economic, Socio-Cultural, Competitive & International Environment, Business Environment with reference to Global Integration; Comparative Analysis of Business Environment: India and Other Countries, Factors affecting international business environment, Business Policy: LPG model & International forces in business.			
UNIT-III	Law of Contract	8 Hours	
Law of Contract: Definition, essentials and types of contracts, offer definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, performance of contract, termination of contract, remedies for breach of contract. Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller			
UNIT-IV	Companies Act 2013	10 Hours	
Companies Act: Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company. The Right to Information Act, 2005: Right to know, Salient features of the Act, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.			
UNIT-V	Consumer Protection Act	8 Hours	

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

Cyber Security Laws – Personal Data Protection Act 2019

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

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

Text books

1. Business Environment: Test and Cases, PAUL, Mc Graw Hill Education, 3rd Ed.
2. V. Neelamegam – Business Environment (VrindaPublications , 2nd Edition)

Reference Books

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. International Business Environment—Ian Brooks, Jamie Weatherstom and GrahamWilkinson

MBA –FIRST YEAR

Course Code	AMBA0202	L T P	Credit
Course Title	Business Research Methods	3 0 0	3
Course objective: Objective of this course is to		Duration: 40 Hours	
1	Understand the concept / fundamentals of research and their types.		
2	Equip students with knowledge of various research designs for problem solving		
3	Understand the importance of scaling & measurement techniques and sampling techniques		
4	Conduct the coding, editing, tabulation and analysis in doing research.		
5	Understand and apply the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and writing the report.		
Pre-requisites:			
Course Contents / Syllabus			
UNIT-I	Research	8 Hours	
<p>Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal</p>			
UNIT-II	Research Design	8 Hours	
<p>Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.</p>			
UNIT-III	Scaling & Measurement	6 Hours	
<p>Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Designing Questionnaire, Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale-Development of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.</p>			
UNIT-IV	Sampling	8 Hours	
<p>Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.</p>			

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

MBA –FIRST YEAR

Course Code	AMBA0203	L	T	P	Credit
Course Title	Entrepreneurship Development	3	0	0	3
Course objective: Objective of this course is to				Duration: 40 Hours	
1	Explore the dimensions of creativity, innovation, and entrepreneurship				
2	Develop an understanding of intellectual property rights				
3	Be familiar with the financial support associated with new venture start-ups				
4	Understand the various sources of idea generation and screening				
5	Understand the policy framework for promoting entrepreneurship and providing finance to entrepreneurs.				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Role of Entrepreneurship				8 Hours
Concept of Entrepreneurship - Role of Entrepreneurship in Economic Development - Entrepreneurial decision process – Entrepreneurial traits, types, culture and structure, competing theories of Entrepreneurship — Qualities of a successful entrepreneur - Entrepreneurial motivation –Corporate entrepreneurship - Intrapreneurship					
UNIT-II	Intellectual Property Rights:				8 Hours
Introduction to intellectual property right(IPR), intellectual property and its protection, Forms of Protection depending on product; Patent, copyright, trademark, design knowhow, trade secrets etc.					
UNIT-III	Launching a New Venture				8 Hours
The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic, financial, and market analysis - and technological feasibility. Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.					
UNIT-IV	Idea Generation and Screening				8 Hours
Methods of Generating Ideas, Linear techniques – Matrix and Morphological Analysis, Force Field Analysis, Attribute Listing, Scamper, Alternative Scenarios, Forced Association, Value Analysis; Product Planning and development Process: Establishing evaluation criteria, idea Stage, Concept Stage, Product Development Stage and Test marketing and commercialization. Environmental Scanning and SWOT analysis.					
UNIT-V	Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies				8 Hours
Estimating financial funds requirement; Sources of finance – banks and financial institutions – IFCI, ICICI, IDBI and SIDBI), financing of Small Business Unit. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.					
Course outcome: At the end of course, the student will be able to					
CO 1	Develop understanding of basic concepts of entrepreneurship.				Understanding(K 2) Remembering(K1)

CO 2	Develop an entrepreneurial mindset through knowledge of creativity and innovation	Applying (K 3) Analyzing (K 4)
CO 3	Evaluating and understanding a holistic approach of launching a new business venture	Analyzing (K4)
CO 4	Understanding of converting an Idea to an opportunity and various funding sources	Understanding(K 2)
CO 5	Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	Applying (K4) Evaluating(K5)

Text books

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

Reference Books

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

MBA –FIRST YEAR			
Course Code	AMBA0204Z	L T P	Credit
Course Title	Financial Management	3 1 0	4
Course objective: Objective of this course is to		Duration: 40 Hours	
1	Understand the basic theory, concepts and practice of Financial Management.		
2	Enable students to analyze the Cost of Capital and Investment alternatives.		
3	Enable the students to design the Capital Structure and analyze the alternatives.		
4	Analyze the concept of Dividend and its Theories.		
5	Understand the concept of Indian Financial System.		
Pre-requisites: Required Basic Knowledge for Financial Management			
Course Contents / Syllabus			
UNIT-I	Introduction to Finance & Corporate Finance	6 Hours	
Finance & its scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Corporate Finance Introduction: – Nature and Scope. Concept of Risk and Return.			
UNIT-II	Investment Decision	10 Hours	
Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.			
UNIT-III	Financial Decision	10 Hours	
Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.			
UNIT-IV	Dividend Relevance	10 Hours	
Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.			
UNIT-V	Indian Financial System	4	
Hours			
Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.			
Course outcome: At the end of course, the student will be able to			
CO 1	Understand the different basic concept/ fundamentals of Corporate Finance	Knowledge (K2) Remembering(K1)	
CO 2	Calculate time value of money and evaluating long term investment decisions.	Analyzing (K5) Evaluating(K7)	
CO 3	Developing analytical skills to select the best source of capital, its structure on the basis of cost of capital.	Analyzing(K5) Synthesizing(K6)	

CO 4	Use and apply the different models for firm's optimum dividend payout.	Comprehending(K3) Applying(K4)
CO 5	Understand the recent trends of primary and secondary market and developing skills for application of various financial services.	Comprehending(K3) Synthesizing (K6)
Text books		
<ol style="list-style-type: none"> 1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.) 2. Pandey I M - Financial Management (Vikas, 11th Ed.) 3. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.) 		
Reference Books		
<ol style="list-style-type: none"> 1. Ravi.MKishore – Financial Management (Taxman, 7th Ed) 2. Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed) 		

MBA –FIRST YEAR				
Course Code	AMBA0205	L	T P	Credit
Course Title	Quantitative Techniques for Managers	3	1 0	4
Course objective: Objective of this course is to		Duration: 40 Hours		
1	Provide basic understanding of operations research concepts for better decision making.			
2	Explore optimum solutions by applying Transportation problems			
3	Provide understanding of assignment model and game theory for optimum business solutions			
4	Understanding the application of queuing theory for solving business problem			
5	Understand the basic application of different techniques in project planning.			
Pre-requisites: Business Statistics and Decision Making.				
Course Contents / Syllabus				
UNIT-I	Operations Research Introduction & Linear Programming Problem	9 Hours		
Introduction to Operations Research, Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.				
UNIT-II	Transportation Problem	5 Hours		
Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and MODI Method, Maximization Transportation Problem				
UNIT-III	Assignment model & Game Theory	10 Hours		
Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.				
UNIT-IV	Sequencing & Queuing Theory	10 Hours		
Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.				
UNIT-V	Replacement Problem & Project Management	6 Hours		
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.				
Course outcome: At the end of course, the student will be able				
CO 1	Understand the basic operations research concepts and LLP Problems in business modules.	Understanding (K2)		
CO 2	Understand how to interpret and solve business-related problems using transportation problem	Understanding (K2)		

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

Text books

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

Reference Books

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

MBA –FIRST YEAR

Course Code	AMBA0206	L T P	Credit
Course Title	Human Resource Management	3 0 0	3
Course objective: Objective of this course is to		Duration: 40 Hours	
1	Provide the basic knowledge of Human Resources Management		
2	<ul style="list-style-type: none"> Develop insight into the managerial skills required to effectively manage people in an organization, in order to achieve corporate goals successfully. 		
3	<ul style="list-style-type: none"> Develop understanding of job design, recruitment & selection, employee welfare etc for better management a firm's human resources. 		
4	Explore the role of training and development programmes in performance appraisal.		
5	Deal with various grievances and complaint redressal system.		
Pre-requisites:			
Course Contents / Syllabus			
UNIT-I	Introduction to HRM and Strategic HRM	8 Hours	
<p>Meaning of HRM, its importance to managers, Line and staff aspects of human resource management, Human resource manager's duties. Changing environment of human resource management, changing role of human resource management, Human resource manager's proficiencies.</p> <p>Strategic human resource management, Steps and types of strategies, Strategic human resource challenges, HR scorecard, Competitive analysis in HR.</p> <p>Cases: HR Roles and Responsibilities, Environmental changes in HR, Competitive analysis of HR, Environmental factors effecting HR Strategy</p>			
UNIT-II	HR Planning	8 Hours	
<p>Basics of job analysis, Uses of job analysis information, Steps in job analysis, Methods of collecting job analysis information, job descriptions, Job specifications. Human Resource Planning, Process and Methods: Forecasting personnel needs, Forecasting supply of inside and outside candidates.</p> <p>Cases : Job analysis, HR Planning ,Forecasting</p>			
UNIT-III	Recruitment and Selection	8 Hours	
<p>Recruitment, Internal and external sources of recruitment. Selection Importance and process of selection, Background investigation and reference checks. Basic testing concepts, how to validate a test, types of tests, Work sampling for employee selection. Management assessment centers, Video based situational testing.</p> <p>Cases: Effectiveness of Recruitment and selection, Techniques of Selection.</p>			
UNIT-IV	Employee Training and Performance Appraisal	8 Hours	
<p>Purpose and process of orienting employees, Five step training and development process, Training, learning and motivation, Analyzing training needs, Training methods and management development.</p> <p>Basic concept of Performance management: definition and importance Comparing performance appraisal and performance management, Type, process and method of performance appraisal, Problems and solutions, Appraisal interview. Basics of career management, Roles in career planning and development, managing promotions and transfers, Enhancing diversity through career management.</p> <p>Cases: Idol Orientation system, Evaluation of effective training programmes, Ethics in performance appraisal system</p>			

UNIT-V	Compensation Management and Collective Bargaining	8 Hours
<p>Meaning of compensation, Components of compensation system, fringe benefits and Incentives, fair compensation policy, Job Evaluation: concept, definition and methods, Legal compliances in compensation Management</p> <p>The collective bargaining process, sources of grievances, grievance procedure, guidelines for handling grievances.</p> <p>Cases: Fair compensation policy, Outcome of Incentives, Sources of Grievances</p>		
Course outcome: At the end of course, the student will be able to		
CO 1	Apply the strategies on HR to gain competitive advantage over its competitors	Applying (K3)
CO 2	Analyze and forecast the need of Human Resource Planning	Analyzing (K4)
CO 3	Understand the various effective sources and techniques of recruitment and selection of employees	Understanding (K2)
CO 4	Develop an understanding of various techniques of employee training and performance appraisal	Understanding (K2)
CO 5	Develop the compensation of employees and understand the employee grievance handling methods	Understanding (K2) Creating (K6)
Text books		
<ol style="list-style-type: none"> Gary Dessler & Biju Varkkey, Human Resource Management, Pearson Edwin B. Flippo, Personnel Management, Tata McGraw Hill 		
Reference Books		
<ol style="list-style-type: none"> V.S.P. Rao, Human Resource Management, Excel RS Dwivedi, HRD in Indian Companies, Mc Millan C.B. Memoria, Personnel Management, Himalaya 		

MBA -FIRST YEAR				
Course Code	AMBA0207	L	T P	Credit
Course Title	Management Information System	3	0 0	3
Course objective: Objective of this course is to		Duration: 40 Hours		
1	Provide knowledge about basic components of a management information system emphasizing on its current trends and significance.			

2	Provide an orientation about the Managing Information Systems in Organizations for managerial decision making to gain Competitive edge in all aspects of Business.	
3	Understand various E-ERP SYSTEMS operating in functional areas of an organization.	
4	Gain knowledge about database system and its designing aspects in an organization so as to enable the use of computer resources efficiently for effective decision making.	
5	Provide hands on learning on MS Access application and Internet in businesses.	
Pre-requisites:		
Course Contents / Syllabus		
UNIT-I	Understanding MIS	7Hours
Introduction to Management Information Systems-History of MIS-Impact of MIS-Role and Importance-MIS Categories-Managers and Activities in IS-Types of Computers Used by Organizations in Setting up MIS-Hardware support for MIS Trends in MIS: Introduction-Decision Support Systems (DSS)-Artificial Intelligence (AI).		
UNIT-II	Managing Information Systems in Organizations	8 Hours
Introduction – Managing in the Internet Era - Managing Information Systems in Organisation-IT interaction model-Challenges for the manager- Building information – Budgeting for information systems-Capacity Building -centralized services – Security Management - Technology road map for the organization		
UNIT-III	Introduction to ERP	10 Hours
Introduction to ERP-Basics of ERP-Evolution of ERP-Enterprise Systems in Large Organizations-Benefits and Challenges of Enterprise Systems. Introduction to E-Enterprise System-Managing the E-enterprise-Organisation of Business in an E-enterprise-E-business-E-commerce-E-communication-E-collaboration – Function Based ERP.		
UNIT-IV	Database Design	8 Hours
Introduction to Database Management System-Types of Database Users - Introduction to Data base design-ER diagrams-ER Design, Entities-Attributes and Entity sets-Relationships and Relationship sets-Additional features of ER Model-Conceptual Design with the ER Model- Conceptual Design for Large enterprises. Introduction to Relational Model: Introduction to the Relational Model - Integrity Constraints over Relations-Enforcing Integrity constraints-Querying relational data-Logical data base Design- Introduction to Views Destroying/ altering Tables and Views.		
UNIT-V	Working on MS ACCESS	7 Hours
Introduction to Access Basics- Design a Database-Build a Database-Work with Forms-Sort, Retrieve, Analyze Data-Work With Reports-Access with Other Applications-Manage an Access Database. Introduction to AHP and its application in Business Decision making.		
Course outcome: After completion of this course students will be able to		
CO 1	Gain in depth knowledge of working of an IT enabled organization.	Knowledge (K2)
CO 2	Learn to use various IT tools for solving Business Problems.	Applying (K4)
CO 3	Develop and implement Information Systems for Business Applications.	Synthesizing (K6)

CO 4	Learn to increase efficiency of various management processes by using IT enabled technology.	Applying (K4)
CO 5	Analyze various security and ethics related issues pertaining to the increasing use of Information Technology.	Analyze (K5)
Text books		
1. Kenneth C. Laudon, Jane P. Laudon, "Management Information Systems-Managing the Digital Firm", by Pearson publication 2014.		
2. Veena Bansal, "Enterprise resource planning-a managerial perspective", by Pearson, June 2013		
Reference Books		
1. Rahul Dey Author, "Mis: Managing Information Systems In Business, Government And Society, 2Ed", by WILEY publications.		
2. ITL ESL - Introduction to Information Technology (Pearson, 2nd Edition).		
3. Avi Silberschatz, Henry F. Korth, S. Sudarshan, "Database System Concepts: Sixth Edition", by McGraw Hill		

MBA –FIRST YEAR					
Course Code	AMBA0208	L	T	P	Credit
Course Title	Operations and Supply Chain Management	3	0	0	3
Course objective: Objective of this course is to					Duration: 40 Hours
1	Develop understanding of the concepts of operations management and productivity.				
2	Understanding the application of operations management in service firms as well as in manufacturing firm.				
3	Provide knowledge of material and inventory management.				
4	Understand recent trends and challenges of supply chain in the current business environment.				
5	Enable students to understand and apply various concepts of total quality management in a business organization.				
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Production Concepts	7 Hours			
Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.					
UNIT-II	Operations Concepts	8 Hours			
Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies					
UNIT-III	Material and Inventory Management	10 Hours			
Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED and HML (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN. Case Studies					
UNIT-IV	Supply Chain Management	8 Hours			
Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain— Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies					
UNIT-V	TQM	7 Hours			
Concept of TQM, Deming’s 14 principles, Juran’s quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S. Case Studies					
Course outcome: At the end of course, the student will be able to					
CO 1	Understand the concepts of operations management and productivity.	Understanding (K2)			
CO 2	Apply the concepts of operations management in service as well as manufacturing firms.	Applying (K3)			

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

Text books

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

Reference Books

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

MBA –FIRST YEAR			
Course Code	AMBA0251	L T P	Credit
Course Title	Comprehensive Viva	0 0 0	1
Pre-requisite	As per the academic regulations		
Course Objectives:			
1. To assess the understanding and knowledge of various subjects of management.			
2. To develop communication and analytical skills of management students.			
3. To inculcate interdisciplinary approach in students to solve business problems.			
Expected Course Outcome:			
CO1: Integrate theory and practice.			
CO2: Analyze and solve different business related problems.			
CO3: Develop a deep understanding and fundamental knowledge about business environment.			
CO4: Develop a comprehensive approach integrating different areas of management.			
Guidelines:			
<ul style="list-style-type: none"> • The comprehensive viva voce is scheduled at the end of 2nd semester in order to assess the understanding as well as application of the knowledge gained by the students by the end of first year of MBA program. • This is also to see the articulation of what is being learnt by them. • The idea is to see the response of students towards what is being taught in this curriculum and see their relevance not only in the practical field but also its inter relationship. • The viva voce is of 100 marks to be conducted by the external examiner. • The external examiner asks different questions covering all the subjects and basic areas of management in order to judge whether the student remembers what he has studied and is able to explain the same to others. 			
Mode of Evaluation: Final Viva Voce			