

**ACADEMIC REGULATIONS
COURSE STRUCTURE
AND
DETAILED SYLLABUS**

R24

Master of Business Administration

Two years P.G. Programme.

(Applicable for the batches admitted from the A.Y. 2024-2025)



SWARNANDHRA

**COLLEGE OF ENGINEERING & TECHNOLOGY
(AUTONOMOUS)**

SEETHARAMAPURAM, NARSAPUR-534 280, W.G.DT., A.P.

SCHOOL OF MANAGEMENT STUDIES

ACADEMIC REGULATIONS

(Effective for the students admitted into first year from the academic year 2024-2025)

Introduction

Swarnandhra College of Engineering & Technology (Subsequently referred to as SCET) follows the norms of Jawaharlal Nehru Technological University, Kakinada and Govt. of Andhra Pradesh.

Academic Program of the institute is governed by rules and regulations approved by the Academic Council, which is the highest Academic body of the Institute. These academic rules and regulations are applicable for the students of MBA (Regular) course admitted from the academic year 2024-25 onwards.

The MBA Degree shall be conferred on candidates who are admitted to the program and fulfil all the requirements for the award of the Degree. Swarnandhra College of Engineering & Technology, an autonomous institution, follows Semester pattern for all the two years of its Postgraduate MBA programme with internal and external evaluation.

Semester Pattern: Each academic year shall be divided into two semesters: each semester consists of 22 weeks duration with a minimum of 90 working days which includes instruction, mid examinations and final examinations.

1. ELIGIBILITY FOR ADMISSIONS

Admission to the above program shall be made subject to eligibility, qualification and specialization as prescribed by the University from time to time.

Admissions shall be made on the basis of merit rank obtained by the candidates at ICET examination or the qualifying Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

2. AWARD OF MBA DEGREE

2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study and completes it successfully in not less than two academic years and not more than four academic years.

2.2 The student shall register for all 111 credits and secure all the 111 credits.

2.3 The minimum instruction days in each semester are 90.

2.4 A Student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit his seat in MBA course.

3. ATTENDANCE

3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.

3.2 Condonation of shortage of attendance up to 10% i.e., 65% and above, and below 75% may be given for a maximum of TWO times by the college academic committee.

3.3 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representations by the candidate with supporting evidence.

3.4 Shortage of attendance below 65 % in aggregate shall not be condoned and not eligible to write their end semester examination of that class.

- 3.5A candidate shall not be promoted to the next semester unless; he/she fulfills the attendance requirements of the previous semester.
- 3.6A stipulated fee of Rs. 500/- shall be payable towards condonation fee for shortage of attendance. Students availing condonation on medical ground shall produce a medical certificate issued by the competitive authority.
- 3.7A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

4. EVALUATION

- 4.1 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

4.2 Continuous Internal Evaluation:

Theory:

- (a) For theory subjects, the Internal evaluation is for 40 marks and consists of two mid-term examinations: Each mid comprises of 3 descriptive questions (3x10) for 30 marks and remaining 10 marks for viva voce (5 marks for PPT and 5 marks for seminar). The descriptive examination is set with 3 full questions from first two and half units (50% of the syllabus), the student has to answer all questions. In the similar lines, descriptive examination shall be conducted on the rest of the syllabus.
- (b) Each mid examination shall be conducted for a duration of 90 minutes.
- (c) Internal Evaluation shall be made based on the equal weighted average of the marks secured in the two Mid Term–Examinations conducted, one in the middle of the Semester and the other immediately after the completion of class work instruction. The final marks are the sum of average of two mid-term examinations i.e. $(\text{Mid1} + \text{Mid2})/2$
- (d) The first mid (Mid-1) marks shall be submitted to the examination section within one week after completion of first mid examination.
- (e) The mid marks submitted to the examination section shall be displayed in the college notice boards for the benefit of the students.
- (f) If any discrepancy found in the submitted Mid-1 marks, it shall be brought to the notice of examination section within one week from the submission.
- (g) Second mid examination shall be conducted on the similar lines of mid-1 and its mid (Mid-2) marks shall also be submitted to examination section within one week after completion of second mid examination and it shall be displayed in the notice boards. If any discrepancy found in the submitted mid-2 marks, it shall be brought to the notice of examination section within one week from the submission.

4.3 Theory External Evaluation:

For the theory subjects 60 marks shall be awarded based on the performance in the End Examinations. External examination shall be conducted for duration of 180 minutes with two sections.

Section-A: This comprises **five** Essay type questions from all units with internal choice, all five questions are to be answered, each question carries 10marks (5X10=50 marks)

Section-B: This comprises of **one case study** which is compulsory and can be taken from any area of the syllabus (1X10=10 marks)

4.4 Laboratory Evaluation:

Internal Evaluation: The internal marks for laboratory are 20 marks and the marks shall be awarded based on: the day to day work: 5 marks, Record: 5 marks and the remaining 10 marks to be awarded by conducting an internal laboratory test.

External Evaluation: External marks for laboratory are 30 and marks shall be awarded based on the performance in the end laboratory examinations. Laboratory examination must be conducted with two Examiners, one of them being the Laboratory Class Teacher and the second examiner shall be appointed by the university from the panel of examiners submitted by the respective college. Laboratory examination must be conducted with breakup marks of Procedure-10, Experimentation-10, Results-5, Viva-voce-5.

4.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Semester Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together

4.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 4.5) he has to reappear for the End Semester Examination in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt are nullified. For re-registration the candidates have to apply to the University through the college by paying the requisite fees and get approval from the University before the start of the semester in which re-registration is required. At a given time, a candidate is permitted to re-register for maximum of two subjects in addition to the subjects of regular semester, when the student is on roles. Once the completion of the course work, a student can re-register a maximum of SIX Courses at any time. In case the candidate secures less than the required attendance in any re registered subject (s), he/she shall not be permitted to write the End Semester Examination in that subject. He shall again re-register the subject when next offered.

4.7 Laboratory examination for MBA courses must be conducted with two Examiners, one of them being the Laboratory Class Teacher or teacher of the respective college and the second examiner shall be appointed by the Controller of Examination from the panel of examiners submitted by the Department.

4.8 A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters. The viva-voce examination shall be conducted at the end of the course work (4th semester).

5. (A) Evaluation of Entrepreneur Project

Entrepreneur Project is conducted in all the three semesters of the course for 50 marks each. At each semester the student needs to do the following tasks to meet the evaluation criteria:

- i) The Entrepreneur Project shall be carried out during the 1st, 2nd and 3rd semester and will be evaluated for 50 marks each.
- ii) The Entrepreneur Project can be done either individual or group of students with same ideas (limited to maximum of 4 members)
- iii) 50 marks shall be awarded by **BOE (Board of Evaluators)** which comprises Head of the Department, Senior Professor of the MBA department and Internal project guide who is appointed by the HOD.
- iv) Each student shall give **one seminar** on the topic of his/her interest area of the project as a **prerequisite** at the starting of the project in **first semester**. She/he need to submit the following points in his Entrepreneur Project report along with the guide certificate stating that the student carried the work by his own.

Guidelines:

Entrepreneur Project I– (First Semester):

Initial Business Idea Generation

Feasibility Study

Existing / Emerging Idea

Confirmation of at least Two (2) to Five (5) existing or emerging business firms/industries concerns meeting and interaction.

G.P.S PHOTOGRAPH PROOFS for interaction

- Establishment (Since When)
- How many employees working? (Total work force)
- Initial & source of investment
- Machinery / raw material procurement
- Finished goods and storage services if any
- Cost of production (manufacturing cost)
- Logistics cost
- Selling cost
- Sales & Turnover
- Estimation
- Target Customers

Interaction Inquiry / Questions

- New Idea/Business/process
 - Economic feasibility
 - HR feasibility
 - Technical feasibility

➤ Marketing feasibility

- Model of the business (B-B, B-C, C-C, C-B)

Finally Submitting Seminar or Presentation along with summary of the idea

Entrepreneur Project II– (Second Semester)

1) Study on different approaches (G.P.S PROOF REQUIRED)

- Central Govt Agency (1)
- State Govt Agencies (2)
- Banks & Financial Institutions

Outcome Report should be submitted.

2) Business Development Plan Preparation

- Consulting and preparation of Memorandum of Association, Details of Registration and Source of funding.
- Consulting Concerned Guides/ Mentors/ Faculty for proper drafting the outcomes followed by seminar or presentation.

Entrepreneur Project III– (Third Semester)

- Prepare a Project Proposal for submission.
- Applying for permissions or patents etc. for innovative or creative ideas.
- Submit the Project Proposal to the various Govt.bodies and Agencies. (PM VISHWAKARMA, START-UPS/MSME /NABARD/IDBI/SISI)
- Submission the Acknowledgment to the University. Documentation & Seminar Submission

(B) Evaluation of Final Project/Dissertation Work

The student shall need to do the summer internship in fourth semester for a duration of 8 weeks. The summer internship shall commence every year from 1st April to 31st of May. The main project shall be submitted at the end of the 4th Semester for evaluation.

The final project shall be based on the summer internship on his/her Major Elective.

- The final project work shall be carried out during the 4th semester and will be evaluated for 100 marks.
- Out of 100 marks, 50 marks shall be for dissertation and 50 marks for the project Viva-Voce. Both are evaluated by the External Examiner.

Each student shall give one internal seminar (pre talk) on the topic of his/her project as a prerequisite for submission of the final project report. The pre-talk must be evaluated by the BOE (Board of Evaluators) which comprises Head of the Department, Senior Professor of the MBA department and Internal project guide. He/She needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the

iii) final project report.

iv) **Alternative to the Project:**

The student can also start his/her own business instead of going to the internship. The student need to

submit the proof for his/her own business.

The student also need to submit his/her project documentation with the following chaptersof content:

1. Abstract
2. Introduction
3. Business Survey
4. Business Plan and Proposal
5. Business Execution
6. Proofs (GST Certificate / Firm Registration / Municipality/local bodies permission).

6. **Cumulative Grade Point Average (CGPA)**

Based on the student performance during a given semester, a final letter grade will be awarded at the end of the semester for each subject. The letter grades and the corresponding grade points are as given in the Table:

Marks Range(Max – 100)	Level	Letter Grade	Grade Point
≥ 90	Outstanding	O	10
≥80 to <89	Excellent	S	9
≥70 to <79	Very Good	A	8
≥60 to <69	Good	B	7
≥50 to <59	Fair	C	6
<50	Fail	F	0
-	Absent	0	0

The following procedure is to be adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

The **SGPA** is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.,

$$\text{SGPA (Si)} = \sum (\text{Ci X Gi}) / \sum \text{Ci}$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

Computation of CGPA

The **CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semester of a programme, i.e.,

$$\text{CGPA} = \sum(\text{Ci X Si}) / \sum \text{Ci}$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester. The SGPA and CGPA shall be rounded off to TWO decimal points and reported in the transcripts.

7. **AWARD OF DEGREE AND CLASS**

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of M.BA. Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	
First Class with Distinction	≥ 7.75 (Without any supplementary appearance)	From the CGPA secured from 111 Credits.
First Class	≥ 7.75 (With any supplementary appearance) ≥ 6.75 to < 7.75	
Second Class	≥ 6.0 to < 6.75	
Pass Class	≥ 5.0 to < 6.0	

The secured grade, grade points, status and credits obtained will be shown separately in the memorandum of marks.

8. WITHHOLDING OF RESULTS

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

9. TRANSITORY REGULATIONS

9.1 Discontinued or detained candidates are eligible for readmission (within the duration as mentioned in item 2.1) as and when next offered.

9.2 The readmitted students will be governed by the regulations under which the candidate has been admitted.

10. MINIMUM INSTRUCTION DAYS

The minimum instruction days for each semester shall be 90 working days. There shall be no transfer from one college to another within the Constituent Colleges and Units of Jawaharlal Nehru Technological University Kakinada.

11. GENERAL

11.1 The academic regulations should be read as a whole for the purpose of any interpretation.

11.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the Principal is final.

11.3 The College may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the College. Wherever the word he, him or his occur, it will also include she/her and hers.

MALPRACTICES RULES**DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS**

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper	Expulsion from the examination hall and cancellation of performance in that subject and

	during the examination or answer book or additional sheet, during or after the examination.	all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that

		semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Course Structure MBA R24
(Effective for the students admitted into first year from the Academic Year 2024-2025)

I SEMESTER

S. NO	SUB.CODE	SUBJECT TITLE	FC/BC	L	T	P/S	C	I	E	TM
1	24MB1T01	Management and Organizational Behavior	BC	4	-	--	4	40	60	100
2	24MB1T02	Managerial Economics	BC	4	-	--	4	40	60	100
3	24MB1T03	Accounting for Managers	BC	4	-	--	4	40	60	100
4	24MB1T04	Quantitative Analysis for Business Decisions	BC	4	-	--	4	40	60	100
5	24MB1T05	Entrepreneurship Development	BC	4	-	--	4	40	60	100
6	24MB1T06	Business Environment	BC	4	-	--	4	40	60	100
7	24MB1O01	A. Information Technology for Business	OC OE	3	-	-	3	40	60	100
	24MB1O02	B. Rural Development								
	24MB1O03	C. IPR & Patents								
	24MB1O04	D. MOOCs SWAYAM/NPTEL- (Related to Management Courses other than listed courses in the syllabus)								
8	24MB1L01 SE	PACE-UP (Personality Assessment Centre, Enhancement and Up gradation Processes) Programme	FC	-	-	4	2	20	30	50
9	24MB1L02 SE	Tally Lab		-		4	2	20	30	50
10	24MB1P01 VA	Entrepreneur Project -I Identifying the area of interest, interacting with successful business and submission of ground report.		-		4	2	50	-	50
TOTAL				27	0	12	33	340	510	850

Note: The Entrepreneur Project can be done either individually or forming a group (limited to maximum of 4 members)

II SEMESTER

S. NO	SUB.CODE	SUBJECT TITLE	FC/ BC	L	T	P/S	C	I	E	TM
1	24MB2T01	Financial Management	BC	4	-	--	4	40	60	100
2	24MB2T02	Human Resource Management30	BC	4	-	--	4	40	60	100
3	24MB2T03	Operation Management	BC	4	-	--	4	40	60	100
4	24MB2T04	Marketing Management	BC	4	-	--	4	40	60	100
5	24MB2T05	Research Methods for Business Decisions	BC	4	-	--	4	40	60	100
6	24MB2T06	Business Analytics	BC	4	-	--	4	40	60	100
7	24MB2O01	A Cross Cultural Management	OC OE	3	-	-	3	40	60	100
	24MB2O02	B Project Management								
	24MB2O03	C Lean Management								
	24MB2O04	D Database Management System								
8	24MB2L01	R-Programing Lab	FC	-	-	4	2	20	30	50
9	24MB2L02	IT Lab (Spread sheets and SQL)	FC	-	-	4	2	20	30	50
10	24MB2P01	Entrepreneur Project- II Study on different approaches of state and central govt. Prepare the business development plan.	FC	-	-	4	2	50	-	50
TOTAL				27	-	12	33	370	480	850

III SEMESTER

S.NO	SUB.CODE	SUBJECT TITLE	BC/OC	L	2T	P/S	C	I	E	TM
1	24MB3T01	Corporate Legal Framework	BC	4	--	--	4	40	60	100
2	24MB3T02	Operations Research	BC	4	--	--	4	40	60	100
3	Specializations (HR/Finance/Marketing/Operations Mgt./Systems)	Elective -1	OC	4	--	--	4	40	60	100
4		Elective -2	OC	4	--	--	4	40	60	100
5		Elective -3	OC	4	--	--	4	40	60	100
6		Elective -4	OC	4	--	--	4	40	60	100
7	24MB3P01	Entrepreneur Project III	FC	-	--	4	2	50	-	50
TOTAL				24	0	4	26	290	360	650

IV SEMESTER

S.NO	SUB.CODE	SUBJECT TITLE	BC/OC	L	T	P/S	C	I	E	TM
1	24MB4T01	Supply Chain Management and Analytics	BC	4	-	-	4	40	60	100
2	24MB4T02	Strategic Management	BC	4	-	-	4	40	60	100
3	Specializations (HR/Finance/Marketing/Operations Mgt./Systems)	Elective -1	OC	4	-	-	4	40	60	100
4		Elective -2	OC	4	-	-	4	40	60	100
5		Elective -3	OC	4	-	-	4	40	60	100
6		Elective -4	OC	4	-	-	4	40	60	100
7	24MB4P01	Main Project	BC	---	--	16	2	--	50	50
8	24MB1V01	Comprehensive Viva	BC	--	--	--	2	--	50	50
TOTAL				24	0	12	28	240	460	700
GRAND TOTAL				102	0	40	120	1240	1810	3050

FC- FOUNDATION COURSE, BC- BASIC CORE COURSE, OC- OPTIONAL CORE COURSE,
L-LECTURE HOURS, T-TUTORIAL HOURS, P-PRACTICAL HOURS, S-SELF STUDY, C-CREDITS,
I-INTERNAL MARKS, E-EXTERNAL MARKS, TM-TOTAL MARKS

Specialization:

The Specialization papers will be offered in the areas of Marketing, Finance, Human Resource Management, Operations management, and Systems. The student has to choose any **two** specialization areas in the beginning of the third & fourth semesters. Specialization will be offered subject to a minimum of 20 students.

III-Semester-Electives

Marketing

S.No	Subject Code	Subject Title
1	24MB3E01	Consumer Behaviour
2	24MB3E02	Retail Management
3	24MB3E03	Customer Relationship Management
4	24MB3E04	Strategic Marketing Management
5	24MB3E05	Digital and Social Media Marketing
6	24MB3E06	Rural Marketing

Finance

S.No	Subject Code	Subject Title
1	24MB3E07	Investment Analysis and Portfolio Management
2	24MB3E08	Managing Banks and Financial Institutions
3	24MB3E09	Financial Markets and Services
4	24MB3E10	Mergers, Acquisitions and Corporate Restructuring
5	24MB3E11	Taxation
6	24MB3E12	Advanced Management Accounting

Human Resource

S.No	Subject Code	Subject Title
1	24MB3E13	Leadership and Change Management
2	24MB3E14	Performance Evaluation and Compensation Management
3	24MB3E15	Human Resource Metrics and Analytics
4	24MB3E16	Human Capital Management
5	24MB3E17	Manpower Planning, Recruitment and Selection
6	24MB3E18	Training and Development

Operations Management

S.No	Subject Code	Subject Title
1	24MB3E19	Production Planning and Control
2	24MB3E20	Product Innovation and Management
3	24MB3E21	Materials Management
4	24MB3E22	Service and Operations
5	24MB3E23	Business Process Reengineering
6	24MB3E24	Human Engineering

Systems

S.No	Subject Code	Subject Title
1	24MB3E25	Data Mining for Business Decision
2	24MB3E26	Managing Software Projects
3	24MB3E27	Web Designing
4	24MB3E28	Business Analytics
5	24MB3E29	Managing Digital Innovation and Transformation
6	24MB3E30	E-Business

IV-Semester-Electives**Marketing**

S.No	Subject Code	Subject Title
1	24MB4E01	Services Marketing
2	24MB4E02	Promotion and Distribution Management
3	24MB4E03	Green Marketing
4	24MB4E04	Advertising and Brand Management
5	24MB4E05	Global Marketing Management
6	24MB4E06	Marketing Research

Finance

S.No	Subject Code	Subject Title
1	24MB4E07	Financial Derivatives
2	24MB4E08	Global Financial Management
3	24MB4E09	Financial Risk Management
4	24MB4E10	Strategic Financial Management
5	24MB4E11	Behavioral Finance
6	24MB4E12	Project Appraisal

Human Resource

S.No	Subject Code	Subject Title
1	24MB4E13	Labour Welfare and Employment Laws
2	24MB4E14	International Human Resource Management
3	24MB4E15	Employee Relations and Engagement
4	24MB4E16	Human Resource Development
5	24MB4E17	Strategic Human Resource Management
6	24MB4E18	Stress Management

Operations Management

S.No	Subject Code	Subject Title
1	24MB4E19	Sales and Operations Management
2	24MB4E20	Total Quality Management
3	24MB4E21	Project Management
4	24MB4E22	Technological and Social Innovation Management
5	24MB4E23	Sourcing Management
6	24MB4E24	Theory of Constraints

Systems

S.No	Subject Code	Subject Title
1	24MB4E25	Big Data Analytics
2	24MB4E26	Enterprise Resource Planning
3	24MB4E27	Cyber Laws and Security
4	24MB4E28	Information Systems Audit
5	24MB4E29	Artificial Intelligence and Machine Learning
6	24MB4E30	Data Science Using R and Python

I Semester	L	T	P	C
	4	0	0	4
24MB1T01 :: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR				

Objective of the course:

- Objective of the course is to give a basic perspective of Management.
- To study other functional areas of management and to provide the students with the conceptual frame work.
- To develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

Course Outcomes: The successful completion of this course shall enable the student to:

- CO1:** Understand the different thoughts given by national and international management thinkers. **(K5)**
- CO2:** Apply the concepts of planning and decision making **(K4)**
- CO3:** Cultivate an insight into the individual & group behavior **(K3)**
- CO4:** Comprehend leadership styles and group dynamics **(K1)**
- CO5:** Analyse the situations of Conflict and learn conflict management. **(K3)**

UNIT – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management by Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

UNIT-II

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

UNIT – III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

UNIT – IV

Motivation and Theories of Motivation – Maslow’s hierarchy needs theory-, Herzberg two factors theory- Theory X & Theory Y- Leadership-Styles - Approaches – Challenges of leaders in globalized era – Group Dynamics - stages formation of groups - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

UNIT – V:

Organizational conflict- concept and scope-causes and consequences-conflict and Negotiation Team Building,

Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
2. L.M.Prasad, Principles and Practices of Management, Himalaya Publishing House, New Delhi, 2010.
3. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.

REFERENCES:

1. Kumar, Rao, Chhaalill -Introduction to Management Science|| Cengage Publications, New Delhi
2. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
3. K.Anbuvelan, Principles of Management, University Science Press, 2013.
4. K.Aswathappa — Organisational Behaviour-Text, Cases and Games||, Himalaya Publishing House, New Delhi, 2008.
5. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: -Organisational Behaviour||, TMH Education, New Delhi, 2008

I Semester	L	T	P	C
	4	0	0	4
24MB1T02 :: MANAGERIAL ECONOMICS				

Course Objective:

1. Objective of the course is to introduce basic concepts and techniques of Managerial Economics and comprehend student with vital decisions of business.
2. Assimilate and apply the laws of economics in the business.
3. Acquire the knowledge about the various types of market structure for strategizing and effective decision making.
4. Practice the pricing strategies in the business management policies.
5. Achieve the knowledge about macroeconomics to foresee the external forces to the effective decisions in organization.

Course Outcomes:

1. Use supply and demand to explain various economic phenomena and principles.
2. Explain the economic meaning of price, elasticity, and production costs. Describe the cause and effect of changes in all of these variables.
3. Draw and analyse cost and revenue curves that maximize profit.
4. Discuss differences and critically analyse the pros and cons of different market structures, including competitive, monopolistic and oligopolistic markets.
5. Pricing strategies to achieve and applicability in the market conditions
6. Knowledge about macroeconomic conditions and learn to apply in the present context.

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- of managerial Economics: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi - Marginal Concept-Theory of Firm-Profit measurement- social responsibility of business.

UNIT-II:

Demand Analysis and Forecasting: Concepts of Demand,& Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III:

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb-Douglas and CES Production functions.

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing. Market structures: Perfect and Imperfect Market Structures. Price discrimination- degrees of price discrimination.

UNIT-V:

Macro Economics and Business: Concept, Nature and Measurement of National Income- - Fiscal and Monetary Policies. Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to

Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. R.L.Varshney, K.L.Maheshwari, Managerial Economics, 19th edition, Sulthan Chand and Sons.
2. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.

References:

3. D.M.Mithani, Managerial Economics, Himalaya Publishing House
4. Hirschey-Managerial economics, 12th ed-cengage
5. Gupta G.S., Managerial Economics, TMH, 1988.
6. P.L. Mehta, Managerial Economics, PHI, 2001.
7. K .KDawett, Modern Economic Theory, Sultan Chand & Sons.
8. H.Craig Peterson, W.CrisLewis, managerialeconomics ,Pearson, 2005.

I Semester	L	T	P	C
	4	0	0	4
24MB1T03 :: ACCOUNTING FOR MANAGEMENT				

COURSE OBJECTIVES:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

COURSE OUTCOMES:

- CO1: Interpret the accounting process and fundamental accounting principles of financial statements.(K2)
- CO2: Assess and analyse financial statements; combine financial analysis with other information to evaluate the financial performance and position of a company.(K5)
- CO3: Explain the meaning and usefulness of the cost accounting and evaluate the different inventory valuation methods in an organisation.(K2)
- CO4: Analyse the need and importance of management accounting and preparation of budgets in planning the activities of an organisation.(K4)
- CO5: Identify the importance of Variance Analysis and Marginal Costing technique.(K3)

UNIT – I:

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

UNIT – II:

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS - 3).

UNIT – III:

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method

UNIT – IV:

Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

UNIT-V:

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
2. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.

References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
3. Hansen & Mowen, Cost Management, Thomson Learning.

I Semester	L	T	P	C
	4	0	0	4
24MB1T04 :: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS				

Course Objectives:

1. To develop a deeper understanding of meaning and importance of quantitative technique and its applications in managerial decisions.
2. Statistical tools like measures of central tendency & measures of variations and apply these tools to real life situations.
3. Students have more knowledge about the decision making concept, process of decision making and different environments like risk, uncertainty and certainty.
4. To have knowledge about Sampling and Sampling Distributions-Estimation-Point and Interval Estimates, Concepts of Testing Hypothesis.
5. Students would be able to understand the concept of ANOVA, Chi-square Test of Independence and Goodness of fit.

Course Outcomes:

At the end of the course students will be able to:

- 1 Basic importance and applications of quantitative techniques.
- 2 Study the various measures and applicability of probability related to The statistics.
- 3 Justify the several decisions in decision theory.
- 4 Use and understand the different sampling distribution techniques.
- 5 Test the hypothesis for choosing best conclusion and inference.

UNIT-I:

Quantitative Techniques: Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business 9- Limitations.

UNIT -II:

Measure of Central Tendency and Dispersions- Arithmetic Mean; Geometric Mean; Harmonic Mean; Median:Mode, Standard Deviation. Simple correlation- Karl Pearson’s Coefficient of correlation, Rank correlation. Simple Regression Analysis – Concept of Probability-Probability Rules-Joint and Marginal probability-Bayes’ Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

UNIT- III:

Introduction of Decision Theory: Steps involved in decision making, different environments in which decisions are made, Criteria for decision making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.

UNIT- IV:

Concept of Estimation and Sampling: Inferential Analysis-Point Estimates and Interval Estimates of Averages and Proportions of small and large samples. Sampling –Meaning, Steps in Sampling Process-Sample Size- Probability and non- probability sampling techniques, Errors in sampling.Tests of significance- Types- Hypothesis- Types- Hypothesis testing and Confidence Intervals. Parametric Tests for means, Proportions, Variance and Paired Observations.

UNIT- V:

Analysis of Variance (ANOVA): One-way and Two Way ANOVA, Non Parametric tests- Chi-Square- Test of

Independence, Test of Goodness of Fit. Relevant cases have to be in each unit and in examination case is compulsory forevery unit.

Text Books:

1. N.D. Vohra “Quantitative Techniques in Management”, Tata- McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P “Statistical Methods”, S. Chand and Sons, New Delhi.

References:

- 1 Anand Sharma “Quantitative Techniques for Business decision Making Himalaya Publishers, New Delhi, 2012.
- 2 D.P. Apte “Operation Research and Quantitative Techniques”, Excel Publications, New Delhi, 2013.
- 3 Hamdy, A. Taha “Operation Research. An Introduction”, Prentice-Hall of India, New Delhi, 2003.
- 4 Anderson “Quantitative Methods for Business”, Cengage Learning, New Delhi, 2013.

I Semester	L	T	P	C
	4	0	0	4
24MB1T05 :: ENTREPRENEURSHIP DEVELOPMENT				

COURSE OBJECTIVES:

1. Understanding basic concepts in the area of entrepreneurship.
2. Understanding the role and importance of entrepreneurship for economic development.
3. Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
4. Develop and strengthen the entrepreneurial quality, i.e. motivation or need for achievement.
5. Analyze environmental set up relating to small industry and small business.

COURSE OUTCOMES:

- CO1:** A study investigating students' attitudes and motivations after completing an entrepreneurial program.
- CO2:** Describe the ways in which entrepreneurs perceive opportunity, manage risk, organize resources and add value.
- CO3:** Develop a plan for implementing entrepreneurial activities in a globalised and competitive environment being responsible for the social, ethical and culture issues.
- CO4:** Entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process.
- CO5:** Think creative and innovative.

UNIT -I

Introduction: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors Economic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship- Theories of entrepreneurship; Classification of Entrepreneurship- Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes

UNIT- II

Problems & Support: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. -Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs. -Role of SIDBI in Project Management.

UNIT -III

Types of Entrepreneurs: Family and non-family entrepreneurs - Role of Professionals, Professionalism vs. family entrepreneurs--Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit -IV

Project Analysis: Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report. **Unit -V**

Development of Enterprise: Concept and development of Enterprise - Procedure of starting Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Enterprise.

Text books:

1. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya publishing, 2022
2. Bridge Setal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)

References:

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani-Innovation & Creativity (Crest) 2001.
4. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
5. Singh P & Bhandarkar A-Winning the Corporate Olympiad: The Renaissance Paradigm (Vikas)
6. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
7. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford.
8. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.
9. Amidon, D.M. (1997)-Innovation Strategy for the Knowledge Economy: The Kanawakening. Butterworth-Heinemann, New Delhi, India.

I Semester	L	T	P	C
	4	0	0	4
24MB1T06 :: BUSINESS ENVIRONMENT				

OBJECTIVES:

The objective of this paper is to make the students more clear about the importance of business organisation wants to achieve, to earn profit for its growth and development, to provide quality goods to its customers, to protect the environment, etc.

Course outcomes: successful completion of this course shall be able to make the student to:

CO1: Understand the important components of business environment.[k1]

CO2: Apply the impact of Foreign culture on business and Social responsibilities of business. .[k3]

CO3: Acquires knowledge on economic environment of business along with economic policies. .[k2]

CO4: Practice the knowledge on relationship between government and with that of Business in India. .[k3]

CO5: Achieves knowledge on factors that impact the technological environment and also ways to prevent environmental pollution. .[k4]

UNIT – I: Introduction: The Concept of Business Environment - its Nature and Significance -Components of Business Environment - Impact of environment on business and strategic decisions.

UNIT – II: Social and Cultural Environment: Introduction - Social environment - Cultural environment - Impact of Foreign Culture on Business - Types of Social Organization - Social Responsibilities of Business.

UNIT – III: Economic Environment: Introduction - Economic environment of Business - Economic systems - Macroeconomic parameters and their impact of business - Economic policies - Five Year Plans in India.

UNIT – IV: Political and Legal Environment: Introduction -Political environment - Relationship between Government and Business in India - Role of Government in Business -Constitutional provisions regarding regulation of business in India. Legal Environment -Implementations of Business - Corporate Governance.

Relevant cases have to be discussed in each unit and in examination

UNIT – V: Technological and Natural Environment: Features of Technological Environment -Factors and Impact of Technological Environment - Technological Environment in India - Elements of Natural Environment - Environmental Pollution.case is compulsory from any unit.

Text Books:

1. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House, NewDelhi, 2011.
2. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi, 2011.

References:

1. Shaikh Saleem: “Business Environment”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “Economic Environment of Business”, PHI Learning, New Delhi,
3. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi,2011.

4. Sundaram and Black: “International Business Environment Text and Cases”, PHI Private Limited, New Delhi.
5. Avid W Conklin: “Cases in Environment of Business”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “International Business Environment”, Excel Publication, New Delhi, 2012.
6. Palle Krishna Rao: “WTO-Text and Cases”, Excel Publication, New Delhi.
7. Government of India, Latest Economic Survey Report.

I Semester – Elective	L	T	P	C
	3	0	0	3
24MBIO01 :: INFORMATION TECHNOLOGY FOR BUSINESS				

Course Objectives:

- To understand business processes and information technology in business.
- To manage and understand IT in business organizations.
- To build and develop technology trends.
- To understand the challenges on using Technology for business
- To learn ethical issues in information technology

Course outcomes:

At the end of this course students will be able to:

1. Clear understanding of Information Technology in business scenarios.
2. Importance of Technology in business processes.
3. Significance of intelligent systems in business.
4. Usage of various digital platforms across the business.
5. exploring e-commerce and ERP scenario.

UNIT-I

Business and Information Technology - Business in the Information Age, Information system, CBIS, Trends in IT Evolution and types of Information Systems, Managing IT in organization.

UNIT-II

Information Technology Infrastructure - Computer Hardware, Software, Managing and Organization of Data and Information - Telecommunication and Networks. The Internet and Intranet (I.O.T).

UNIT-III

Information Technology for Competitive advantage - Inter Organizational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision Support.

UNIT-IV

Intelligent Systems in Business - Artificial intelligence and Intelligent Systems - Expert Systems, Intelligent Agents, Virtual Reality, Ethical and global issues of Intelligent systems.

UNIT-V

Electronic Commerce - Foundation, Business to Consumer Applications, Business to Business Applications, Consumer Market Research and other Support, Legal and Ethical issues in E-commerce Strategy, Information Systems, Strategic Advantage, Porter's Competitive Forces model on IT, Business Process Re-engineering, Virtual Corporations, E- Learning, CBI, Information Systems Development Life Cycle (SDLC), Building Internet and Intranet Applications.

Text Books:

1. Turban Rainer and Potter: Introduction to Information Technology, John & Wiley Sons.
2. James O'Brien: Introduction to Information Systems, McGraw Hill Book Company.

I Semester – Elective	L	T	P	C
	3	0	0	3
24MBIO02 :: RURAL MANAGEMENT				

Course Objectives:

1. To facilitate the students to understand the basic nature of rural society in India
2. To appraise students about the Rural Local Administration
3. To provide insights on rural demography and rural economy in India
4. To provide insights on various processes and challenges of agriculture in India
5. To make students aware of the rural market structure in India

Outcomes of the course:

1. Describe the key aspects of rural society in India
2. Describe the rural local administration
3. Analyse the dynamics of local rural population and local rural economy
4. Explain the processes and challenges of agriculture in India
5. Summarise the components and implications of land tenure systems and land reforms in India.

UNIT-I

Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, human capital of development- Distinction between development and growth, Indicators of rural development, problems & issues in rural development.

UNIT – II

Rural Management: Nature, Scope and challenges in marketing operations, human and financial resources in rural areas. Entrepreneurship opportunities in rural areas, Agricultural production, productivity and backwardness, Social and Economic structure of rural India and its economic development.

UNIT – III

Rural Community Development: M.D.G -Concept of community, Function of Community, PURA model, Community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.; Zilla Parishad - structure, powers, function, working and problems in Rural Administration.

UNIT – IV

Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution., Rainwater harvesting Watershed management. Social security schemes in India-DDP-CRSP-NHRDP-DWACRA- DRDA-Health care programmes.

UNIT-V

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing. Fundamentals of Rural Demography and Economics: Rural population –process of development-GATT- WTO-SEZ-CSR-NAIS.

Reference:

1. Satya Sundram, I. “Rural Development” Himalaya Publishing House, New Delhi.
2. K. Venkatarreddy-Agricultural and rural Development-Himalaya publishing house

I Semester – Elective	L	T	P	C
	3	0	0	3
24MBIO03 :: INTELLECTUAL PROPERTY RIGHTS & PATENTS				

Course Objective:

The main objective of the IPR is to make the students aware of their rights for the protection of their invention done in their project work.

1. To get registration in our country and foreign countries of their invention, designs and thesis or theory written by the students during their project work and for this they must have knowledge of patents, copy right, trademarks, designs and information Technology Act.
2. Further the teacher will have to demonstrate with products and ask the student to identify the different types of IPR's.

Course outcomes:

- The students once they complete their academic projects, they get awareness of acquiring the patent
- They also learn to have copyright for their innovative works.
- They also get the knowledge of plagiarism in their innovations which can be questioned legally.

UNIT-I

INTRODUCTION TO IPR: Meaning of property, Origin, Nature, Meaning of Intellectual Property Rights – Kinds of Intellectual property rights—Copy Right, Patent, Trademark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

UNIT-II

PATENT RIGHTS AND COPY RIGHTS— Origin, Meaning of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. COPY RIGHT— Origin, Definition & Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

UNIT-III

TRADEMARKS— Origin, Meaning & Nature of Trademarks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties.

UNIT-IV

DESIGN- Meaning, Definition, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design. Semiconductor Integrated circuits and layout design Act-2000.

UNIT-V

BASIC TENENTS OF INFORMATION TECHNOLOGY ACT-2000 – IT Act - Introduction
E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature. Cybercrimes

Text books:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra
3. IPR by P. Narayanan
4. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni

I Semester – Elective	L	T	P	C
		3	0	0

24MBIO04 :: MOOCs : SWAYAM/NPTEL
Related to Management Courses other than listed courses in the syllabus

NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

I Semester	L	T	P	C
	0	0	4	2
24MB1L01 :: PACE UP (Personality Assessment Centre, Enhancement and Upgradation Processes)				

Course Objectives:

Business Etiquettes and Professionalism has been designed to meet the following objectives:

- a) To learn the principles of business etiquettes and professional behaviour
- b) To understand the etiquettes for making business correspondence effective
- c) To be able to present yourself confidently at various business situations
- d) Develop awareness of dining and multicultural etiquettes

Learning Outcome:

After completion of course students will be able to:

- a) Demonstrate an understanding of professionalism in terms of workplace behaviours and workplace relationships.
- b) Adopt attitudes and behaviours consistent with standard workplace expectations.
- c) Presenting oneself with finesse and making others comfortable in a business setting.
- d) Developing basic life skills or etiquettes in order to succeed in corporate culture.

UNIT: I

Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism

Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing

E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication,

Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy

UNIT – II

Telephone Etiquettes: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies

Dining Etiquette: Basics of Dining Etiquettes; Basic essentials of dining table etiquettes - Napkin Etiquette, Seating arrangements, laying the table, how to use Cutlery, Posture & Behaviour, Do's and Don'ts; International Dining Etiquettes.

Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette

UNIT – III

Communication Skills: Understanding Human Communication, Constitutive Processes of Communication, Language as a tool of communication, Barriers to Effective communication, Strategies to Overcome the Barriers.

Emotional intelligence: Importance, concept, theory and measurements. Stress Management: Strategies for preventing and relieving stress.

Time management: Meaning; Techniques and styles.

UNIT- IV

Interview Skills: Interview Skills: in-depth perspectives, Interviewer and Interviewee, Before, During and After the Interview, Tips for Success.

Meeting Etiquette: Managing a Meeting-Meeting agenda, Minute taking; Duties of the chairperson and secretary; Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting

Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Fright.

UNIT - V

Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality and Organisational Behaviour

Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory

Decision-Making and Problem-Solving Skills: Meaning, types and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills.

Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution.

Human Resource Management: Introduction to HRM, Selection, Orientation, Training & Development, Performance Appraisal, Incentives

Case Study Analysis

Suggested Readings:

- Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
- Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
- Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
- Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.
- Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.
- Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. A Workbook on English Grammar and Composition. Delhi: McGraw, 2016.
- Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.
- Rizvi, M. Ashraf. Effective Technical Communication. Delhi: McGraw, 2018.
- Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
- Tengse, Ajay R. Soft Skills: A Textbook for undergraduates, Orient BlackSwan, 2015

I Semester	L	T	P	C
	0	0	4	2
24MB1L02 :: TALLY LAB				

Objective:

To Understand the students' basics of the Computers Knowledge with Financial Software Knowledge

UNIT- I

FUNDAMENTALS OF TALLY.ERP: tally origin - Company features -Configuration - Getting functions with Tally.ERP9 - Creation / setting up of Company - Chart of Groups - Groups -Multiple Groups - Ledgers -Multiple Ledgers

UNIT -II

INVENTORY MASTERS IN TALLY.ERP9 - Stock Groups - Multiple Stock Groups - Stock Categories - Multiple Stock Categories - Units of Measure- Stock Items- vouchers entries - Types of Vouchers - Chart of Vouchers - Accounting Vouchers - Inventory Vouchers - Invoicing

UNIT -III

ADVANCE ACCOUNTING & INVENTORY TALLY.ERP9 - Bill-wise details - Cost centers and Cost Categories - Multiple currencies - Interest calculations - Budget and controls - Scenario management - Bank Reconciliation - Order Processing - Recorder Levels- Batch-wise details - Bill of Materials - Price Lists - Zero-Valued Entries - Additional cost details - POS

UNIT – IV

TAXES IN TALLY.ERP9 - TDS - TDS Reports - TDS Online Payment - TDS Returns filing - TDS Certificate issuing - 26AS Reconciliation - TCS - TCS Reports - GST - GST Returns → EPF - ESIC - Professional Tax

UNIT V

GENERATING REPORTS IN TALLY.ERP 9 - Financial Statements - Trading Account - Profit & Loss Account - Balance Sheet - Accounts Books and Reports - Inventory Books and Reports - Exception Reports - Statutory Reports - Payroll Reports - Trail balance - Day Book → -List of Accounts - Stock Summary - Outstanding Statement

Reference Books:

1. TallyPrime Book (2023) by Sanjay Satpathy SWAYAM EDUCATION MandalBagicha, Hemkapada, Sunhat, Balasore,Odisha-756003 (INDIA)
2. Tally power of simplicity (2011) by ArunaPrakashanHindvi Computer, Latur
3. Financial Accounting and Analysis - Discovery Publishing House Pvt. Ltd., NewDelhi
4. Management and Cost accounting - - Discovery Publishing House Pvt. Ltd., NewDelhi

I Semester	L	T	P	C
	0	0	4	2
24MB1P01 :: ENTREPRENEUR PROJECT -1				

II Semester	L	T	P	C
	4	0	0	4
24MB2T01 :: FINANCIAL MANAGEMENT				

UNIT -I

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm’s mission and objectives - Profit Maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT -II

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management. 26

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “Financial Management”,
5. Himalaya Publishing House, New Delhi, 2013.
6. Brigham,E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013
7. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

II Semester	L	T	P	C
	4	0	0	4
24MB2T02 :: HUMAN RESOURCE MANAGEMENT				

Course Objectives:

1. To acquaint students with a broad perspective on themes and issues of Human Resource Management.
2. To familiarize the student with Investment perspectives of HRM.
3. To familiarize students with the concepts of career development, counseling and gain knowledge about current compensation trends.
4. To gain knowledge about Wage determinants and welfare measures.
5. To familiarize the students with industrial relations concepts, disputes and grievance mechanism, safety in the work places.

Course Outcomes:

At the end of the Course, Student will be able to:

1. Cite evolution and emerging trends of HRM.
2. Critically analyze Investment and HRD concepts.
3. List different appraisal and Compensation system.
4. Evaluate incentive payment system and welfare measures given to employees.
5. Interpret industrial relations in organization.

UNIT -I

HRM: Concept, Nature, Scope- and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment –Emerging trends in HRM. 28

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis-Job Design-Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction- Training and Development – Need and Importance-Methods and of Training. Concept of HRD.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles-Influencing Factors- Current Trends in Compensation - Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work-Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT-V

Managing Industrial Relations: Nature- Importance -Trade Unions - Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.

References:

1. Mathis, Jackson, Tripathy: “Human Resource Management: A south-Asian Perspective”, Cengage Learning, New Delhi, 2013.
2. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
3. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

II Semester	L	T	P	C
	4	0	0	4
24MB2T03 :: OPERATIONS MANAGEMENT				

Objectives:

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

UNIT I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

UNIT- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM). Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

II Semester	L	T	P	C
	4	0	0	4
24MB2T04 :: MARKETING MANAGEMENT				

Objectives:

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behaviour of consumers.
- To create awareness of marketing mix elements, and
- To analyze and solve marketing problems in the complex and fast changing business environment.

Course Outcomes:

- CO1:** Strong conceptual knowledge in the functional area of marketing management.
- CO2:** understanding of relevant functional areas of marketing management and its application.
- CO3:** analytical skills in identification and resolution of problems pertaining to marketing management.
- CO4:** understanding of various marketing strategies, pricing and channel decisions.
- CO5:** integrated marketing communication and evaluation of market performance & recent trends in marketing.

UNIT -I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

UNIT -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price Increases-Responding to Competitor’s price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation.

UNIT V

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Phillip Kotler: –Marketing Management –, Pearson Publishers, New Delhi, 2013.
2. Ramaswamy&Namkumari : Marketing Management in the Indian Context: Macmillan India 2015

References

1. Rajan Saxena: —Marketing Management, Tata McGraw Hill, New Delhi, 2012.
2. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
3. Stanton W.J : Fundamentals of Marketing, McGraw Hill Publications.
4. Bearden, Marketing : Principles & Perspectives, Tata McGraw Hill Publishing company.
5. Tapan K Panda: —Marketing Management, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: -Marketing, Oxford University Press, Chennai, 2013

II Semester	L	T	P	C
	4	0	0	4
24MB2T05 :: RESEARCH METHODS FOR BUSINESS DECISIONS				

Course Objective:

1. To develop understanding of the basic framework of research process. Developing the students in Research orientation and to acquaint them with fundamental of research methods
2. To identify various sources of information for literature review and data collection
3. To understand the data analysis and presentation
4. To understand various statistical tools and their applicability in research. To enable them to write a research report and thesis.

Course Outcomes:

1. Understand advanced design, methodologies and analysis in business research methods, including key terms, classifications and systematic applications to the research data and design of a research project
2. Apply knowledge in collecting data from various sources.
3. Demonstrate knowledge in data analysis and interpretation.
4. Applying appropriate statistical techniques in the analysis of data
5. Demonstrate the abilities in preparing research reports.

UNIT- I

Introduction: Nature and Importance of Research, the role of Business Research, aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business Research- Defining Research Problem, Steps in Research process.

UNIT- II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT- III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires - Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT- IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT- V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Gupta : “Statistical Techniques & Research Methodology”, Kalyani Publishers

References:

1. William G.Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013.
2. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
3. A Bhujanga rao , Research methodology, Excel Books, 2008.

II Semester	L	T	P	C
	4	0	0	4
24MB2T06 :: BUSINESS ANALYTICS				

Course Objectives:

1. To understand the importance, difference and practices of analytics in business.
2. Understand business communication through data-driven information,
3. Apply knowledge and explain natural processes by relating them to a certain distribution of data
4. To understand the data visualization tools, application and statistical methods.
5. To learn the measure of variability in decision making
6. Evaluate and compare descriptive and predictive analytics with use case scenarios.

UNIT- I

Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

UNIT -II

Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

UNIT -III

Concepts of data cleaning - Data Visualization: Over view of Data visualization – Data Visualization tools, Statistical methods for summarizing data – How to create pivotal tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts: -1. Scatter charts, 2. Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, - Effective use of Dashboards, Power BI and Tableau.

UNIT -IV

Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, M35ode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel- Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel

UNIT –V

Predictive Analytics: Karl Pearson Correlation Techniques - Spearman’s Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.

Text books:

1. James Evans, Business Analytics, 2e, Pearson, 2017.

References:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Hadley Wickham & Garrett Grolemund. O’REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020

3. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
4. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drVers and Techniques by Prentice Hall of India, New Delhi, 2015.
5. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016.

II Semester – Professional Elective	L	T	P	C
	3	0	0	3
24MB2001 :: CROSS CULTURAL MANAGEMENT				

Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

UNIT – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

UNIT – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

UNIT – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the as is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

II Semester – Professional Elective	L	T	P	C
	3	0	0	3
24MB2002 :: PROJECT MANAGEMENT				

Course Objectives:

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

1. To know the concept and element of the project
2. To understand various stages in project life cycles.
3. The objective of this course is to enable the students to gain basic knowledge about the concept of project.
4. Project management, project life-cycle, project appraisal.
5. Acquaint the students about various issues of project management.

Course Outcomes:

1. Best practice for increase profit and cost advantage
2. Enhance ability to planed implement and control the projects.
3. It’s a technical toll for managing project completion
4. To provide investment strategies the project proposals.
5. Strength and relevant behavioural and leadership capabilities

UNIT -I

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

UNIT- II

Market feasibility -Market survey – Categories of Market38 survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections., business environment for project management.

UNIT- III

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

UNIT -IV

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

UNIT- V

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, “Project Evaluation and Management”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

II Semester – Professional Elective	L	T	P	C
	3	0	0	3
24MB2003 :: LEAN MANAGEMENT				

Objective:

To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

UNIT- I

Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

UNIT- II

Just in Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production levelling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies,QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system. UNIT -IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

References

1. Jeffrey Liker, The Toyota Way: Fourteen Manageme4n0t Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

II Semester – Professional Elective	L	T	P	C
	3	0	0	3
24MB2004 :: DATA BASE MANAGEMENT SYSTEM				

Objective:

The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT- II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT- IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT- V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, —Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, —Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, —An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, —Database Management Systems, Fourth Edition, McGraw Hill, 2015.

II Semester	L	T	P	C
	0	0	4	2
24MB2L01 :: R-PROGRAMMING LAB				

COURSE OBJECTIVES:

After taking the course, students will be able to:

- Use R for statistical programming, computation, graphics, and modeling,
- Write functions and use R in an efficient way,
- Fit some basic types of statistical models
- Use R in their own research,
- Be able to expand their knowledge of R on their own.

COURSE OUTCOMES:

At the end of this course, students will be able to:

- List motivation for learning a programming language
- Access online resources for R and import new function packages into the R workspace
- Import, review, manipulate and summarize data-sets in R
- Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- Perform appropriate statistical tests using R Create and edit visualizations with

SYLLABUS:

UNIT-I:

All the theory content here below shall be executed with examples.

Introduction, how to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes. 42

UNIT-II:

All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets, - If- Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Example: A Binary Search Tree.

UNIT-III:

All the theory content here below shall be executed with examples.

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

All the theory content here below shall be executed with examples.

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function – Customizing Graphs, Saving Graphs to Files.

UNIT-V:

All the theory content here below shall be executed with examples.

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, -ANOVA.

REFERENCE BOOKS:

- 1) The Art of R Programming, Norman Matloff, Cengage Learning
- 2) R for Everyone, Lander, Pearson
- 3) R Cookbook, Paul Teetor, Oreilly
- 4) R Programming By Dr.T. Murali Mohan, S.Chand Publications.
- 5) Garrett Golemud, Hands on Programming with R, Oreilly

II Semester	L	T	P	C
	0	0	4	2
24MB2L02 :: IT LAB (SPREAD SHEETS AND SQL)				

UNIT- I

Introduction to Information Technology, Classification of Software - Basics of MS Word and Basics of MS PowerPoint.

UNIT –II

The MS Excel interface, Formatting Cells, Data Entry- Inserting, Deleting, Selecting, Copying, Cutting, and Pasting. Methods of applying Formulas. Basic calculations.

UNIT- III

Conditional Formatting, Cell References & addressing, Conditional functions, IF functions, - Look up functions, Sorting & Filtering Data.

UNIT- IV

Demonstrating Statistical Functions and Financial functions in excel, Different types of Charts preparation and representation.

UNIT- V

Introduction to SQL – SQL commands, Data types, Creating Tables. SQL constraints. Functional queries.

Reference:

- 1) Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)- by William Fischer
- 2) Peeking into computer science- Excel Lab Manual- Jalal Kawash
- 3) SQL Tutorial (w3schools.com)

II Semester	L	T	P	C
	0	0	4	2
24MB2P01 :: ENTREPRENEUR PROJECT				