



KRISHNA UNIVERSITY
MACHILIPATNAM
CHOICE BASED CREDIT SYSTEM (CBCS)
REGULATIONS GOVERNING
MASTER OF BUSINESS ADMINISTRATION
(With effect from 2015-16)

1. TITLE OF THE COURSE

The course shall be called Master of Business Administration course which is abbreviated as MBA.

2. DURATION OF THE COURSE

The MBA course shall be of two years' duration, extended over four semesters and adopts choice based credit system (CBCS) and grading system in line with national policies and international practices. The candidates shall be allowed a maximum of four years (8 semesters) of duration to be eligible for the award of MBA degree, failing which he / she shall have to register once again as a fresh candidate.

2.1 OBJECTIVES OF MBA PROGRAMME ARE:

1. To equip students with necessary knowledge and managerial skills and competencies to occupy positions of management and administration in business, industry, public system and the government.
2. To inculcate appropriate ethical values and attitudes among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to function effectively in various domains of management.

2.2 PURPOSE:

Students who complete the Master of Business Administration should be able to:

- Understand business management concepts and their applications to domestic and global business setting
- Familiarize themselves with financial concepts, analysis and reporting systems
- Identify customer needs and to participate in the process of developing products and services to meet their requirements
- Realize production models, distribution systems, and their role in the value creation process
- Understand the political, environmental, legal, and regulatory settings of the organization
- Appreciate the importance of multicultural, ethnic, ethical and gender issues in the organization
- Acquire leadership skills, understand group and individual dynamics, and be able to work in teams
- Enhance oral and written communication skills
- Develop comprehensive problem solving and decision making skills
- Appreciate the interrelationships among functional areas of management

2.3 CHOICE BASED CREDIT SUSTEM (CBCS)

Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions. CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skills acquired by him or her. Each course is assigned a fixed number of credits based on the contents to be learned & the expected effort of the student. The grade points earned for each course reflects the student's proficiency in that course.

2.4 SALIENT FEATURES OF CBCS IN MBA PROGRAMME

- a) Enriching learning environment
- b) Lear at your own pace
- c) Continuous learning and student centric concurrent evaluation
- d) Active student-teacher participation
- e) Industry institute collaboration
- f) Interdisciplinary curriculum
- g) Employability enhancement
- h) Faculty expertise.

3. ELIGIBILITY FOR ADMISSION

3.1 Admission into MBA Course shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination conducted by Andhra Pradesh State Council of Higher Education (APSCHE) or at an Entrance Test conducted by the university subject to reservations prescribed by the university from time to time.

3.2 MBA (Full-time): The candidates shall have passed the prescribed qualifying examinations with not less than 50% of the marks in aggregate of all the years / semesters of the Bachelor's Degree (other than B.F.A. & B.A., Oriental Languages) of any University recognized by the Academic Senate as Equivalent thereto.

4.0 AWARD OF MBA DEGREE

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

4.2 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/her seat in MBA course.

5.0 ATTENDANCE REQUIREMENT

5.1 Each semester of the course shall be treated as a separate unit for calculation of the attendance.

- 5.2** A candidate shall be considered to have satisfied the attendance requirement if he / she have attended not less than 75% of the classes in each subject of the respective semesters (Theory, Seminars, Practical Training, etc) actually conducted up to the end of the semester.
- 5.3** Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee consisting of Principal, Head of the Department and two senior faculty members.
- 5.4** Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 5.5** Shortage of attendance below 65% shall in no case be condoned.
- 5.6** A candidate, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the Examination of the semester and shall be required to repeat that semester along with regular students during the subsequent year.
- 5.7** If a candidate, for any reason, discontinues the course after the first / third semester he / she may be permitted to register for the second /fourth semester, after one year with the immediate subsequent batch, subject to the condition that he / she shall complete the class work and seminar including the project / internship within maximum stipulated period of four years from the date of commencement of the course.
- 5.8** The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards.
- 5.9** The list of the candidates falling short of attendance shall be sent to the University at least 10 days prior to the commencement of examination.

6.0 PROGRAMME STRUCTURE IN CBCS

6.1 COURSE

A course is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, courses have defined weightages, called credits. Each course in addition to having a syllabus has learning objectives and learning outcomes. A course may be designed to comprise, lectures/tutorials/lab work/field work/project work/vocational training/viva-voce etc. or a combination of some of these.

6.2 CORE COURSES

The curriculum comprises of Generic Core courses, Generic elective courses, elective courses in functional specializations and advanced elective courses in functional specializations. Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic core and subject core.

6.3 GENERIC CORE COURSES

This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of the degree in a said discipline of the study. Therefore, generic core courses are mandatory and fundamental in nature. These courses can be substituted by any other courses. Such courses are also known as **Hard Core Courses** — may be a theory, practical, field based or project work based subject which is a compulsory component in the programme structure.

6.4 GENERIC ELECTIVE CORE COURSES

An elective course which is common across disciplines/subjects is called a generic elective. Generic elective courses develop generic proficiencies amongst the students.

6.5 SUBJECT CORE COURSES

A core course may be a subject core related to specializations/electives. These are also known as soft core courses. Following specializations shall be offered:

1. Marketing Management (MKT)
2. Human Resource Management & Organisational Behaviour (HR &OB)
3. Financial Management (FIN)
4. Systems & IT (SIT)
5. Operations (OPS)
6. Entrepreneurship (ENT)

6.6 ELECTIVE COURSES

Elective course is course which can be chosen from a pool of courses. It may be

- a) Very specialized or advanced course focusing on a specific aspect
- b) Supportive to the discipline of the study
- c) Providing an extended scope
- d) Enabling an exposure to some other discipline/domain
- e) Nurturing candidate's proficiency/skills.

The students should choose any six elective courses from the five specializations having 5 courses each in the beginning of third semester of the programme. **Elective courses in the specializations will be offered with minimum of 40 percent of the size of the class. No student should choose more than three elective courses from one specialization.**

6.7 CREDITS

Credits can be based on various parameters such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course. The credit system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses. Each course is assigned a certain credit,

depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

In the credit system the emphasis on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as combination of 3 components VIZ. Lecture (L) + Tutorials (T) + Practice (practical / project work) (P) i.e. LTP Pattern.

In terms of credits, for a period of one semester of 13 weeks:

- a) Every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of ONE hours per week of T amounts 1 credit per semester,
- c) a Every ONE hour session per week of P amounts to I credit per semester,

A course shall have either or all the three components, i.e. a courses may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing a course are '**L + T + P**'. The **credit pattern** of the course is indicated as **L: T: P**

7.0 EVALUATION AND END-EXAMINATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory/practical, on the basis of the Internal Evaluation and External Examination.

7.1 INTERNAL EVALUATION

The internal Assessment of generic core courses, functional core courses and functional specializations, advanced functional specializations courses shall be for 40 Marks each. It shall be based on Two Mid Examinations – written exam (subjective-preferably first mid) and online exam (objective type-second mid) – 20 marks each and taking average for awarding the Internal Marks for Mid Examination, 02 compulsory seminar presentations/ 02 case study presentations of 10 marks each and taking the average for awarding marks, Assignments of 05 marks, and Attendance of 05 marks in respective subjects.

- a. Duration for the first mid examination, written (subjective type), is 90 minutes consisting of six questions out of which four questions to be answered.
- b. Duration of the second mid examination, online (objective type), is 90 minutes consisting of 40 multiple choice questions (MCQs) of ½ mark each. No negative marking.
- c. Candidates ***obtaining less than 50% of the Internal Assessment marks in any subject shall not be eligible to appear for the end-examination in that subject.*** However, the Head of the Department may arrange for the improvement of Internal Assessment marks in the subject /subjects in subsequent semesters and the candidate be provided an opportunity for taking the examination at the end of the immediate subsequent semester to fulfill the provisions of the MBA programme.

- d. The student shall write the Internal Assessment Test in prescribed Answer Booklets which shall be maintained by the Principal for at least one month after the announcement of result for verification by the University Officials.
- e. Every sheet of Internal Assessment marks list shall bear the signatures of the concerned faculty member, Head of the Department and the Principal of the Institution.
- f. The Internal Assessment marks list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before sending the same to the University.
- g. No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University 10 days before commencement of the semester end-examinations.

7.2 The internal assessment for generic elective course (i.e. experiential learning aspect through Half Credit Course)

- a) It shall be based on concurrent evaluation pattern. Concurrent evaluation (comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.
- b) Concurrent evaluation components should be designed in such a way that the faculty can monitor the student learning & development and intervene wherever required. The faculty must share the outcome of each concurrent evaluation component with the students. Soon after the evaluation, and guide the students for betterment.
- c) Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across knowledge, skills & attitude (KSA) dimensions based on variety of tools and techniques.

Suggested components for Concurrent Evaluation (CE) are:

1. Case study/ Situation Analysis – (Group Activity or Individual Activity)
 2. Class Test
 3. Field visit / Study tour report of the same
 4. Small Group Project & Internal Viva-voce
 5. Learning Diary
 6. Scrap Book
 7. Group Discussion
 8. Role Play / Story Telling
 9. Individual term paper / Thematic Presentation
 10. Written home Assignment
 11. Industry Analysis (Group Activity or Individual Activity)
 12. Literature Review / Book Review
 13. Quiz
 14. Model Development/Simulation Exercises (Group activity or Individual activity)
- d) There shall be a minimum of five concurrent evaluation components for each generic elective course which is a half credit course. The faculty shall announce in advance the

units based on which each concurrent evaluation shall be conducted. Each component shall ordinarily be of 10 marks. Marks for the concurrent evaluation must be communicated by the college/institute to the University as per the schedule declared by the University. The detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

- e) At the end of the concurrent evaluation, the student does NOT have a facility or an opportunity of betterment, if he/she has secured less than 50 percent of internal assessment marks under concurrent evaluation.
- f) No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University.

7.3 PAPER SETTING (SEMETER-END EXMINATION) AND EVALUATION OF THEORY ANSWER PAPER

- a) Question papers in theory subjects shall be set by the Examiners appointed for that purpose by the University. The list of panel of examiners shall be prepared and approved by the Boars of Studies (BOS), MBA programme.
- b) The semester-end exam question paper shall be **60 Marks** and divided into 5 units of equal weightage. Each Paper shall, unless otherwise prescribed, be of **THREE hours** duration only.
- c) **The pattern of question paper shall be as follows:**
 - (i) The question paper shall consist of three parts – Section-A (short answer questions), Section-B long answer questions) and Section-C (case study). Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. Questions shall of three categories of difficulty level – low difficulty, average difficulty and high difficulty.
 - (ii) There shall be 7 short answer questions in Section-A. Students are to answer any five questions each of 3 marks. There shall be one question from each unit of the course. **(5 X 3 = 15 M)**
 - (iii) There shall be five long answer questions each of 8 marks in Section-B. All questions shall be compulsorily with internal choice within the questions. That is, there shall be 2 questions from each unit of course with an internal choice. Questions may be subdivided into sub-sections such as a, b, c....and the allocation of marks depend on the weightage of the topic. **(5 X 7 = 35 M)**
- d) There shall be a compulsory case study of 10 marks in Section-C. Case study shall be asked from any unit of the course. **(1 X 10 = 10 M)**
- e) There shall be double valuation of theory papers in the University Examinations. The Answer Papers shall be valued by two approved examiners appointed by the University.

- f) If the If the difference between the marks awarded by the two Examiners is not more than 20 per cent of the maximum marks, the marks awarded to the candidate shall be the average of two evaluations. If the difference between the marks awarded by two examiners is more than 20 percent, the script shall be evaluated by a third examiner. The average of marks of nearest two valuations shall be considered as marks secured by the candidate. However, if one of the three marks falls exactly midway between the other two, then the highest two marks shall be taken for averaging.
- g) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination along with the candidates of the next batch of the same semester.
- h) Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination(s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations.

8.0 SHORT & LONG INDUSTRIAL VISITS

The candidate shall make one compulsory short visits to different industrial establishments/ corporate offices in the neighboring towns/cities in first semester and one long visit to different industrial establishments/corporate offices in cities within the range of 500 kms in third semester. All the candidates are required to submit the tour diaries and reports at the time of viva examinations.

9.0 PROJECT WORK

All the candidates shall undertake an Internship (Project Work) of **SIX weeks' duration** at the end of the Second semester but before the commencement of the Third semester. The Internship should have industry orientation and the work should be certified by the concerned organization where the student has undertaken the Internship. The project work shall be guided and certified by the teacher-guide.

- 9.1** The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the MBA programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management. It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training program itself. Each student is required to study the problem under the guidance of a faculty member of the department.
- 9.2** The completed project should be submitted to the University/College 15 days before the commencement of III semester examinations or as per the guidelines prescribed by the university from time to time.
- 9.3** The project work evaluation shall be conducted after completion of third semester theory examinations only. For the evaluation of Project work (Internship), the Internal Guide, HoD and external examiner appointed by the University shall asses the quality of project work (internship report) for 50 marks.
- 9.4** The Candidate should have to secure minimum 50% marks in Project work.

10.0 COMPREHENSIVE VIVA - VOCE

The comprehensive viva voce is of 100 marks, and scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full years and see their relevance not only in the practical field but also their inter relationship.

- 10.1** The viva voce committee shall consist of one subject professor of the University nominated by honorable Vice-chancellor and HoD/Director, MBA program of the respective college.
- 10.2** The Candidate should have to secure minimum 50% marks in the comprehensive viva-voce examination.

11.0 AWARD OF DEGREE AND CLASS

A candidate shall be eligible for the award of MBA degree if he/she secures the minimum academic requirements in a subject (i.e. securing a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together). Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.

- 11.1** Classes shall be awarded to the candidates who have passed in all subjects at each semester on the aggregate marks obtained by them in the first attempt at the respective semester.
- 11.2** A candidate who secures 70% and above marks in aggregate in first attempt shall be declared to have passed in first class with distinction.
- 11.3** A candidate who secures 60% or more marks but less than 70% in aggregate in first attempt shall be declared to have passed in first class.
- 11.4** Candidate who secures 50% or more marks but less than 60% in aggregate in first attempt shall be declared to have passed in second class.
- 11.5** Classes shall be awarded at the degree level to the candidates who have completed the Course based on the first attempt aggregate of all four semesters taken together.
- 11.6** The number of ranks declared at degree level shall be 10 or 1% of students appeared for examination whichever is less. The ranks shall be declared on the basis of the aggregate marks of all the four semesters taken together, provided the candidates has passed in all these four semesters in first attempt only.

12.0 REJECTION OF RESULTS

A candidate may at his / her desire reject his / her latest semester results of University Examination with respect to all subjects of that particular semester examination. Rejection of result of individual subjects shall not be permitted. Rejection shall be permitted only once during the entire course provided that earlier internal assessment marks of the rejected semester shall be retained. In case of rejection of 4th semester results, the rejection shall not include project Work (internship report) and comprehensive viva-voce marks awarded.

- 12.1** If the rejection of the University examination results of the semester happens to be of an odd semester, the candidate can take admission to the immediate next even semester. However, if the rejection of the University result is of even semester, the candidate cannot take admission to the next odd semester.
- 12.2** Application for rejection shall be submitted to the Controller of Examinations of the University, through the Principal of the college, within thirty days from the date of announcement of results.
- 12.3** A candidate, who opts for rejection is eligible for the award of class and distinction, but is not eligible for the award of ranks.

13.0 WITHHOLDING OF RESULTS

If the candidate has not paid any dues to the university or if any case of indiscipline is pending against him, the result of the candidate will be withheld and he will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

14.0 GENERAL

- 14.1 The academic regulations should be read as a whole for purpose of any interpretation.
- 14.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 14.3 The University 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 University.
- 14.4 Wherever the word he, him or his occur, it will also include she, her and hers.
- 14.5 There shall be no transfers within the constituent colleges of Krishna University, Machilipatnam.

TOTAL MARKS:

First Year	I Semester:	650	Marks
	II Semester:	700	Marks
Second Year	III Semester:	800	Marks
	IV Semester:	850	Marks
Grand Total		3000	Marks

- 1. Credit System:** In this system credits will be allotted to each paper.

TOTAL NUMBER OF CREDITS AT THE END OF COURSE

S. No	SEMESTER	CREDITS
1	I SEMESTER	26
2	II SEMESTER	28
3	III SEMESTER	31
4	IV SEMESTER	33
TOTAL		118

- 2. Gradation System:** The course will be evaluated and the students will be graded on ten point scale with seven letter grades i.e., **O, A, B, C, D, E, and F.**

3. Performance in a paper

(Conversion of marks to grade points and letter grade)

S. No.	Range of Marks	Grade Points	Letter Grade
1	>85%	10.0	O
2	75%-85%	9.0	A
3	67%-74%	8.0	B
4	58%-66%	7.0	C
5	50%-57%	6.0	D
6	40%-49%	5.0	E
7	<40%	0.0	F

Calculation of SGPA and CGPA

The Semester Grade Point Average (SGPA) = $\frac{\sum(C \times GP)}{\sum C}$

The Cumulative Grade Point Average (CGPA) = $\frac{\sum(C \times GP)}{\sum C}$

Where, C = Credits of the Subject GP = Grade Points of the Subject

SGPA is calculated considering only the subjects of that semester.

CGPA is calculated considering all the subjects.

Overall Performance

(Conversion of CGPA to grade and classification of final result)

S. No.	Range of CGPA	Grade	Classification of final result
1	8.00 to 10.00	O	First Class with Distinction
2	6.50 to < 8.00	A	First Class
3	5.50 to < 6.50	B	Second Class
5	< 5.50	D	Re-appear

**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION (MBA)**

I SEMESTER:

Paper Code	Paper Title (Generic Core Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Tutorial	Practical				
MBA101	Managing people & Organizations	4	1	1	Core	40	60	4
MBA 102	Managerial Economics	3	1	1	Core	40	60	4
MBA 103	Business Analytics for Decision Making	4	1	1	Core	40	60	4
MBA 104	Business, Government & Society	3	1	1	Core	40	60	4
MBA 105	Managerial Communication	3	1	1	Core	40	60	4
MBA 106	Accounting for Managers	4	1	1	Core	40	60	4
Generic Elective Courses (Choose any one out of three courses)								
MBA 107	Business Communication Lab	1	1	1	Elective-1	50	-	2
MBA 108	Personality Development Lab	1	1	1	Elective-2	50	-	2
MBA 109	Emotional Intelligence and Managerial Effectiveness	1	1	1	Elective-3	50	-	2
Total for First Semester		22	07	07	-	240 +50	360	26

II SEMESTER

Paper Code	Paper Title (Generic Functional Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Tutorial	Practical				
MBA201	Marketing Management	3	1	1	Core	40	60	4
MBA 202	Human Resource Management	3	1	1	Core	40	60	4
MBA 203	Financial Management	3	1	1	Core	40	60	4
MBA 204	Operations Research	3	1	1	Core	40	60	4
MBA 205	Entrepreneurship: Theory & Practice	3	1	1	Core	40	60	4
MBA 206	Management Information Systems	3	1	1	Core	40	60	4
Generic Elective Courses (Choose any two out of four courses)								
MBA 207	Life Skills Lab	1	1	1	Elective-1	50	-	2
MBA208	Industry and Business Domain Analysis Lab	1	1	1	Elective-2	50	-	2
MBA 209	Legal framework of Business Lab	1	1	1	Elective-3	50	-	2
MBA 210	MS Excel & Accounting Tally Lab	1	1	1	Elective-4	50	-	2
Total for Second Semester		20	8	8	-	240+100	360	28

At the end of 2nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report and submit the same 10 days before the commencement of third semester examinations.

III SEMESTER

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Tutorial	Practical				
MBA301	Strategic Management	1	1	1	Core	40	60	3
FUNCTIONAL SPECIALISATIONS (Choose any 6 elective courses out of 5 Specializations having 5 courses each as shown in Table-1)								
MBA302 MKT – MBA 306 MKT	Marketing	6 X 5 = 30 HOURS (18L +6T+6P)			Electives	6X40	6X60	6X4
MBA302 HRMOB - MBA306 HRMOB	HRM & OB							
MBA302 FIN - MBA306 FIN	Finance							
MBA302 OPS - MBA306 OPS	Operations							
MBA302 ENT - MBA306 ENT	Entrepreneurship							
MBA307	Project Work	-	-	-	-	-	50	2
Generic Elective Courses (Choose any one out of three courses)								
MBA308	Leadership Lab	1	1	1	Elective-1	50	-	2
MBA 309	Creativity & Innovation Lab	1	1	1	Elective-2	50	-	2
MBA310 MOOCS /NCFM/IRDA/NISM	Any online course related to MBA from the authentic sources	1	1	1	Elective-3	A PASS CERTIFICATE WITH 50% MARKS		2
TOTAL FOR III SEMESTER		20	8	8	-	280 + 50	470	31

Note: Candidates are encouraged to opt for MBA310 (MOOCS and other certificate courses).

IV SEMESTER

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Tutorial	Practical				
MBA401	International Business	1	1	1	Core	40	60	3
ADVANCED SPECIALISATIONS								
(Choose any 6 elective courses out of 5 Specializations having 5 courses each as shown in Table-2)								
MBA402 MKT – MBA 406 MKT	Marketing	6 X 5 = 30 HOURS (18L +6T+6P)			Electives	6 X 40	6 X 60	6 X 4
MBA402 HRMOB -MBA406 HRMOB	HRM & OB							
MBA402 FIN - MBA406 FIN	Finance							
MBA402 OPS - MBA406 OPS	Operations							
MBA402 ENT - MBA406 ENT	Entrepreneurship							
MBA408	Comprehensive Viva-voce	-	-	-	-	-	100	4
GENERIC ELECTIVE COURSES (Choose any One out of Three courses)								
MBA 409	Employability Skills	1	1	1	Elective-1	50	-	2
MBA 410	Selling & Negotiation Skills Lab	1	1	1	Elective-2	50	-	2
MBA 4121	Statistical Software Applications	1	1	1	Elective-3	50	-	2
TOTAL FOR IV SEMESTER		20	8	8	-	280+50	520	33

TABLE-1: ELECTIVES IN FUNCTIONAL SPECIALIZATIONS IN III SEMESTER

MARKETING	<ol style="list-style-type: none">1. Consumer Behavior & Marketing Research (MBA302MKT)2. Product and Brand Management (MBA303MKT)3. Advertising management (MBA304MKT)4. Services Marketing (MBA305MKT)5. Industrial Marketing (B2B) (MBA306MKT)
HRM & OB	<ol style="list-style-type: none">1. Human Resource Planning (MBA302 HRMOB)2. Performance & Reward Management (MBA303 HRMOB)3. Training and Development (MBA304 HRMOB)4. Organization Development and Change (MBA305 HRMOB)5. Industrial Relations & Labour Laws (MBA306 HRMOB)
FINANCE	<ol style="list-style-type: none">1. Financial Institutions & Markets (MBA302 FIN)2. Corporate Finance (MBA303 FIN)3. Security Analysis & Portfolio Management (MBA304 FIN)4. Investment & Commercial Banking (MBA305 FIN)5. Mergers & Acquisitions (MBA306 FIN)
OPERATIONS	<ol style="list-style-type: none">1. Manufacturing systems in Management (MBA302 OPS)2. Services Operations Management (MBA303 OPS)3. Logistics and Distribution Management (MBA304 OPS)4. Supply Chain Management (MBA305 OPS)5. Operations Research Applications (MBA306 OPS)
ENTREPRENEURSHIP	<ol style="list-style-type: none">1. Business Opportunities in Emerging Economies (MBA302 ENT)2. Basic Management Aspects of Startups and SMEs (MBA303 ENT)3. Startup & New Venture Management (MBA304 ENT)4. Venture Capital & Private Equity (MBA305 ENT)5. Entrepreneurial Ecosystem in India (MBA306 ENT)

TABLE-2: ELECTIVES IN ADVANCED SPECIALIZATIONS IN IV SEMESTER

MARKETING	<ol style="list-style-type: none">1. Strategic Marketing (MBA 402 MKT)2. Sales & Distribution Management (MBA 403 MKT)3. Retail Management (MBA 404 MKT)4. Rural & Agri Marketing (MBA 405 MKT)5. E-Commerce (MBA 406 MKT)
HRM & OB	<ol style="list-style-type: none">1. Human Resource Development (MBA402 HRMOB)2. Leadership (MBA403HRMOB)3. Strategic HRM (MBA404 HRMOB)4. International HRM (MBA405 HRMOB)5. Stress Management (MBA406 HRMOB)
FINANCE	<ol style="list-style-type: none">1. Financial Risk Management (MBA402 FIN)2. Commodity Markets & Derivatives (MBA403 FIN)3. International Finance (MBA404 FIN)4. Strategic Investment & Financial Decision Making (MBA405 FIN)5. Strategic Cost Management (MBA406 FIN)
OPERATIONS	<ol style="list-style-type: none">1. Advance Data Analysis for Management (MBA402 OPS)2. Strategic Sourcing (MBA403 OPS)3. Quality Assurance Management (MBA404 OPS)4. Lean & Six Sigma (MBA405 OPS)5. Total Quality Management (MBA406 OPS)
ENTREPRENEURSHIP	<ol style="list-style-type: none">1. Family Business Management (MBA402 ENT)2. Social Entrepreneurship (MBA403 ENT)3. Corporate Entrepreneurship (MBA404 ENT)4. Entrepreneurial Effectiveness (MBA405 ENT)5. Global Entrepreneurial Ecosystem (MBA406 ENT)

DETAILED SYLLABUS

MBA 101: MANAGING PEOPLE AND ORGANISATIONS (4L+1T+1P)

Subject Code :	MBA 101	I A Marks	40
No. of Lecture Hours / Week	06	End Exam Marks	60
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, student s will be able to:

- Comprehend and apply the principal concepts of the field of management at the individual, group, and organizational levels of analysis and identify how these concepts affect organizational and individual performance.
- Recognize the relationship of the basic human resource functions to managerial roles and responsibilities.
- Manage organizational culture and conflict in organizations, and how to manage sustainability and Effectiveness of Organizations.

UNIT I:

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment – Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-2

Managing People-1: Creating Value through Human Resources – Gaining Competitive Advantage through Managing People – Strategic Approach to Managing People – Managing people at Work Place – Managing People through Persuasion and Motivation – Managing Employee Involvement and Participation – Employment Relationship.

UNIT-3

Managing People-2: Managing Individual and Group Differences – Managing Individual and Group Performance – Coaching and Feedback – Reward Techniques and Practices – Career Development and Progression – Management of Complaints and Grievances – Cross-cultural and Diversity Management – Management by Objectives – Management by Exception – Tipping Point Leadership.

UNIT-4

Managing Organizations-1: Concept, Definition and Characteristics of Organization – Types, Structure and Principles of Organization – Organizational Design – Organization and Environment – Organizational Behavior – Organizational Strategy – Managing Organizational Culture and Identity – Managing Organizational Learning and Transformation – Managing Power, Politics, Influence and Conflicts in Organizations.

UNIT-5

Managing Organizations-2: Managing Individual-Organizational Interface – Managing Group Dynamics in Organizations – Organizational Decision-Making and Strategy-Formulation – Organizational Failure and Pathology – Managing Organizational Change and Development – Managing Sustainability and Effectiveness of Organizations.

Case Study (Not Exceeding 300 words)

Practical Components:

- Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- Identifying any five organizations and group them into different types of organizations based on Managing people at work place.
- Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- Study any three companies following OD interventions and Identify effective technique.

Note: *Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.*

REFERENCE BOOKS:

1. Stephen Taylor, Carol Woodhams, *Managing People and Organizations*, First edition, 2012,
2. Jeremy Adams, *Managing People in Organizations -Contemporary Theory and Practice*, Palgrave Macmillan.
3. Clegg, S., Kornberger, M., and Pitsis, T., *Managing and organisations: An introduction to theory and practice*, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, *Organizational Behavior: Managing People and Organizations*, Cengage Learning, 2009.
5. Graeme Martin, *Managing People and Organizations in Changing Contexts*, Routledge, 2006.
6. Knights, D. & Willmott, H. *Introducing organizational behavior and management*, Thompson, London, 2006.
7. Heinz Wehrich, Harold Kontz, *Management: A Global Perspective*, 10/e TMH
8. Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education, New Delhi.
9. Luthans.F. *Organizational Behaviour*, TMH.
10. Robbins, *Management*, 7/e, Pearson Education.
11. John F.Wilson, *The Making of Modern Management*, Oxford University Press.

MBA 102: MANAGERIAL ECONOMICS (3L + 1T + 1P)

Subject Code :	MBA 102	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, student s will be able to:

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process.
- To understand macro economic analysis essential for business managers

UNIT I:

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT 2:

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol’s Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

UNIT 3:

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT 4:

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT 5:

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.

PRACTICAL COMPONENTS:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

MBA 103: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING (4L + 1T +1P)

Subject Code :	MBA 103	I A Marks	40
No. of Lecture Hours / Week	06	End Exam Marks	60
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, student s will be able to:

- Understand a Problem in Business, explore and analyze the problem.
- Make better decisions, to improve policy making, to develop strategy and to improve day to day performance of organizations.
- Explore data to find new patterns and relationships (Data Mining)
- Predict the relationship between different variables (Predictive Analytics and Predictive Modeling).
- Estimate the value created using business analytics to address an opportunity/Problem.
- Understand and use statistical techniques for analysis of research data.

UNIT -I

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT -2

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer’s Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes’ Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

UNIT-3

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression (*Theory and Problems*) – Factor Analysis – Cluster Analysis (*Theory*) – Econometrics and Time Series Forecasting (*Theory and Problems*).

UNIT-4

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (*Theory*).

UNIT-5

Business Research & Analytics for Decision Making: Introduction to Research and Problem Formulation – Types of Research – Research Process and Research Design – Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Chi-square test, and Spearman R) – *Parametric Tests:* Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation (*Theory and Problems*).

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data. Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.

- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.

REFERENCE BOOKS:

1. Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
2. Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
3. Williams, *Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery*, Springer.
4. Ledolter, *Data Mining and Business Analytics with R*, Wiley.
5. Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals + website*, Wiley, 2013.
6. Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
7. C R Kothari, *Research Methodology*, Vishwa Prakashan, 2002.
8. Donald R. Cooper & Pamela S Schindler, *Business Research Methods*, 9/e, TMH /2007
9. Naresh K Malhotra, *Marketing Research*, 5th Edition, Pearson Education /PHI 2007

MBA104: BUSINESS, GOVERNMENT & SOCIETY (3L + 1T + 1P)

Subject Code :	MBA 104	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, students will be able to:

- Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
- Understand the rationale for government interventions in market systems.
- Understand and appreciate the social aspects of business.
- Develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines.
- Develop the skills needed to work through ethical dilemmas in a globalised economic era.

UNIT- 1

Introduction: Relationship among Business, Government and Society (BGS) – Importance of Business, Government and Society to Managers – Dynamic Forces Changing Business Environment – Models of BGS Relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model.

UNIT- 2

Corporate Governance: Definition and Significance of Corporate Governance – Historical Perspective of Corporate Governance – International Perspective on Corporate Governance (Overview) – Theoretical Foundations of Corporate Governance – Elements of Governance in Organizations – Obligation to Stakeholders of Business – Major Corporate Governance Failures in Domestic and MNCs – Whistle-blowing and Corporate Governance.

UNIT- 3

Public Policies: The Role of Public Policies in Governing Business – Classification and Levels of Public Policy – Public Private Partnerships – Government Regulations in Business – Environmental Concerns and Corporations – Laws Governing Environment – New Industrial Policy, 2015 – India's Competitiveness in the World Economy.

UNIT- 4

Business Ethics: Concept and Definition of Business Ethics – Importance of Ethics, Values and Morals for Business Success – Evolution of Business Ethics – Ethical Theories and Approaches – Unethical Issues in Business – Ethical Dilemmas and Decision Making – Managing Ethical Organizations.

UNIT- 5

Corporate Social Responsibility: From Social Responsibility to Shared Value into Social Progress – Types and Nature of Social Responsibilities – Arguments for and Against CSR – CSR Principles and Strategies – Models of CSR – Best Practices of CSR – CSR in Indian Perspective – Movement from CSR to Shared Value and Beyond the Thinking of Social Progress.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit-1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

REFERENCE BOOKS:

1. Douglas E. Geer, *Business, Government and Society*, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, *Business, Government and Society: A Managerial Perspective*, TMH.
3. AC Fernando, *Business Ethics: An Indian Perspective*, Pearson publications, 2009.
4. Boatright, *Ethics and the conduct of Business*, fifth edition, Pearson publications, 2007
5. M. Friedman, *The social responsibility of business is to increase its profits*, New York Times Magazine, Sept 13, 1970
6. Manual G Velasquez , *Business Ethics: Concepts & Cases*, sixth edition, PHI publications, 2010.
7. K.Aswathappa, *Essentials of Business Environment*, Himalya Publishing House. Page 14 of 56
8. Justin Paul, *Business Environment*, Tata McGraw Hill.
9. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
10. Recent Economic Survey Reports – Government of India
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
12. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
13. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd.

MBA 105: MANGERIAL COMMUNICATION (3L + 1T + 1P)

Subject Code :	MBA 105	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, student s will be able to:

- Understand communication skills and sensitize them to their potential to become successful managers
- Explain the various types of communication in Business Organizations.
- To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public
- Identify the role of communication conflict in intercultural relationships.

UNIT-1

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross-cultural and Multi cultural Setting.

UNIT- 2

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches– Principles of Nonverbal Communication – Group Communication: Meetings and Group Discussions.

UNIT- 3

Managerial Writing & Business Correspondence – Purpose of Writing – Clarity in Writing – Principles of Effective Writing – The Seven Cs of Effective Written Communication – Applying the Three Step Writing Process – Planning and Writing Business Reports and Proposals – The Process of Preparing Effective Business Correspondence – The Organization and Composition of Business Messages – Principles of Effective Presentations.

UNIT- 4

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews – Notice, Agenda, and Resolution & Minutes – Designing & Delivering Business Presentations – Advanced Visual Support for Managers – Communication and Negotiation – Negotiation Process – Negotiation Strategies.

UNIT- 5

Communication Networks & Employment Communication: Technology-enabled Communication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media – Composing Application Messages: Writing CVs & Resumes – Interview skills – Listening Skills.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCE BOOKS:

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
4. Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
6. Shirley Taylor, *Communication for Business*, Pearson Education.
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
8. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

MBA106: ACCOUNTING FOR MANAGERS (4L + 1T + 1P)

Subject Code :	MBA 106	I A Marks	40
No. of Lecture Hours / Week	06	End Exam Marks	60
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: By the end of the course, students will be able to:

- Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
- Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
- Explain and Use the financial reporting and auditing procedures.
- Explain and use various cost management techniques.

UNIT- 1

Introduction to Financial, Cost and Management Accounting: Basic Accounting Concepts and Conventions – Accounting Records and Systems – Journal – Ledger – Trial Balance – Construction of Profit & Loss Account and Balance Sheet.

UNIT- 2

Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Accounting for Liabilities – Financial Statement Analysis – Construction and Analysis of Funds Flow Statement, and Cash Flow Statement.

UNIT- 3

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

UNIT- 4

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure – IFRS – Board's Report, Legal Requirements relating to Auditing (Brief) – Internal Controls, Accounting for Cash and Ethics – Forensic Accounting, Window Dressing – Sustainability Reporting.

UNIT- 5

Cost Management: Understanding and Classifying Costs – Cost Behavior – Planning for profit and Cost control – Cost Management Process – Cost Management Techniques – Marginal Costing – Cost-Volume-Profit Analysis – Performance Evaluation.

(Case Study/ Problem from either Unit-2, 3 or unit-5 only)

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Identify the sustainability report of a company and study the contents.
- Collecting audit reports of the companies and analyze them using different auditing techniques.

REFERENCE BOOKS:

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. Horngren, Charles T., *Introduction to Management Accounting*, PHI, NJ.
3. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
4. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson, *Advanced Management Accounting* (PHI), New Delhi.
6. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
7. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
8. I.M.Pandey, *Management Accounting*, Vikas Publishing House.
9. Marriot, *Introduction of Accounting*, Sage Response Books.
10. Jasmine Kaur, *IFRS: A Practical approach*, McGraw Hill.
11. Ashish K Bhattacharya, *Introduction to Financial Statement Analysis*, Elsevier India.
12. Raman B. S, *Financial Accounting*, Vol I & Vol II, 1/e, United Publishers, 2009.
13. Gary A. Porter & Curtis L. Norton, *Financial Accounting (IFRS update)*, 6/e, Cengage Learning.

MBA107: BUSINESS COMMUNICATION LAB (1L + 1T + 1P)

Subject Code :	MBA 107	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: by the end of the course, students will be able to

- To acquaint students with fundamentals of communication and help them to transform their communication abilities.
- To help students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one to one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, reports, advertising, and maintaining one's poise in public and in private.
- To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

UNIT-1

Introduction to Managerial Communication: Principles of Effective Communication – Target Group Profile – Barriers of Communication – Reading skills – Listening Skills – Legal and Ethical Issues in Business Communication.

UNIT-2

Principles of Nonverbal Communication: Professional Dressing and Body Language – Role Playing – Debates – Managerial Speeches: Types of Managerial Speeches.

UNIT-3

Group Communications: Meetings and Group Discussions – Addressing Board Meetings and Annual General Body Meetings – working with Teams & Groups – Group Decision Making.

UNIT-4

Managerial Writing: Business Letters, Routine Letters, Persuasion Letters, Sales Letters, and Business Proposal Writing – Internal Communication through notices, circular, memos, agenda and Minutes – Press Release and Press Notes.

UNIT-5

Effective Presentation and Interview Skills: Principles of Effective Communication – Mattering the art of giving interviews in selection or Placement – Appraisal Interviews – Exit Interviews – Web/Video Conferencing and Tele-meeting.

REFERENCE BOOKS:

1. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brillhart.
2. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson.
3. "Effective Presentation Skills" (A Fifty-Minute Series Book) by Steve Mandel.
4. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
5. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd.
6. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi.

MBA108: PERSONALITY DEVELOPMENT LAB (1L + 1T + 1P)

Subject Code :	MBA 108	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: by the end of the course, students will be able to

- To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- To minimize nervousness in social situations.

UNIT-1

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT-2

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT-3

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT-4

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT-5

Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

REFERENCE BOOKS:

1. Mitra Barun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.

MBA109: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS (1L + 1T + 1P)

Subject Code	MBA 109	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: This course will enable the students to become aware of the sources of emotions and learn how to deal with human emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts.

UNIT-1

Introduction: Emotions and the Tripartite Brain – Emotions and Enneagram – Role of Emotions – Emotions and Attitudes – Fundamentals of Emotional Intelligence – Emotional Intelligence Models and Theories –Managing Emotions.

UNIT-2

Emotional Intelligence at Work: Intrapersonal and interpersonal Emotional Intelligence – Emotional Intelligence and Personality – Importance of Emotional Intelligence at Work – Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence at Work.

UNIT-3

Executive Emotional Intelligence: Executive Emotional Quotient – Emotional Competence Framework – Emotional Transformation – Measuring Emotional Intelligence – Benefits of Emotional Intelligence.

UNIT-4

Managerial Effectiveness: Understanding Organizational Goals – Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations – Expectations from Practicing Managers

UNIT-5

Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations – Role of EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – Team Work – Productivity – Efficiency – Quality of Service.

REFERENCES

1. The Brain and Emotional Intelligence: New Insights by Daniel Goleman
2. Dalip Singh, Emotional Intelligence at Work: A Professional Guide, Response Books, New Delhi.
3. Daniel Goleman, Working with Emotional Intelligence, Bloomesbury.
4. Goleman, Emotional Intelligence: Why It Can Matter More Than IQ, Academic Internet Publishers, 2006.
5. Daniel Goleman, Leadership: The Power of Emotional Intelligence; Selected Writings.
6. Hendrie Weisenger, Emotional intelligence at work – The untapped edge for success, Wiley-India .
7. Steven J. Stein, Emotional Intelligence for Dummies, Wiley Publishers.

WEBSITES

- http://www.unh.edu/emotional_intelligence/ei%20Reprints/EIpubs%201990-1999.htm
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>

MBA 201: MARKETING MANAGEMENT (3L + 1T + 1P)

Subject Code :	MBA 201	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The objective of this course is to introduce students to the concepts, analyses, and activities that comprise marketing management, and to provide practice in assessing and solving marketing problems. The course is also a foundation for advanced electives in marketing as well as other business/social science disciplines.

By the end of the course, students will be able to

- ✓ Understand the role of marketing in underpinning the success of business organizations,
- ✓ Understand the various types of marketing environments
- ✓ Understand the role of marketing mix elements in the success of marketing strategies.
- ✓ Know new product development and consumer adoption of the same.
- ✓ Various pricing methods and techniques followed in marketing of products and services
- ✓ Know the effective and efficient channel management
- ✓ Be able define a set of criteria to control the plan

UNIT -I:

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

UNIT 2:

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and

Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT 3:

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

UNIT 4:

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.

UNIT 5:

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300 words)

Practical Components:

- Analyze different needs and wants of consumers in your locality or region
- Analyze the prevalent marketing environment in your locality or region.
- Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

REFERENCE BOOKS:

Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management – A South Asian Perspective*, Pearson Education.

Agarwal, P.K., *Marketing Management – An Indian perspective*, Pragati Prakasham

Kazmi SHH, *Marketing Management Text and Cases*, Excel.

Philip Kotler and Armstrong. G., *MARKETING*, Prentice Hall of India, 12th Edition.

Ramaswamy V.S. & Nama Kumari, S., *Marketing Management – Planning and Control*, Macmillan.

Jayachandran.S., *Marketing Management*, Excel Books.

Michale J.Etzel, Broce J.Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.

William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.

Palmer – *Introduction to Marketing*, Oxford University Press.

Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.

MBA 202- HUMAN RESOURCES MANAGEMENT (3L + 1T + 1P)

Subject Code :	MBA 202	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: by the end of the course, students will be able to

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.

UNIT 1:

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR manager – Models of HRM – HRM in a Changing Environment.

UNIT 2:

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT 3:

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –

Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT 4:

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT 5:

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

Case Study (Not Exceeding 300 words)

Practical Component:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

REFERENCE BOOKS:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill.
2. De Cenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, McGraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvceovich, *Human Resources Management*, McGraw Hill.

MBA 203- FINANCIAL MANAGEMENT (3L + 1T + 1P)

Subject Code :	MBA 203	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: The purpose of the course is manifold: (1) to give understanding and perspective on financial management function in the company and in its relation to domestic and international economy, (2) to provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management, (3) to develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development, (4) to develop planning skill and monitoring skill in financial management functions effectively, so the students be able to apply the appropriate management strategy to face the company challenges.

By the end of the course, students will be able

- To explain the basic functions and responsibilities of a financial department in a business/ firm;
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management;
- To explain the various techniques of evaluation of investment proposals;
- To discuss the various factors to be considered in designing the target capital structure.

UNIT 1:

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (**Theory and Problems**).

UNIT2:

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (**Theory and Problems**).

UNIT3:

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting:** Nature, Scope, Significance, and Risks in Capital Budgeting –Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (**Theory and Problems**)

UNIT 4:

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital– Management of Cash, Receivables, and Inventory – **Management of Profits:** Dividend Policy and Dividend Theories. (**Theory and Problems**).

UNIT 5:

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**).

.Case Study (Not Exceeding 300 words) or Problem

Practical components:

- Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- Case studies on dividend policies of various companies with respect to Indian context.

REFERENCES BOOKS:

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

MBA 204 – OPERATIONS RESEARCH (3L + 1T + 1P)

Subject Code :	MBA 204	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence.

UNIT 1:

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

UNIT 2:

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

UNIT 3:

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

UNIT 4:

Game Theory – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

UNIT 5:

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

Case Study (Not Exceeding 300 words)

Practical components:

- Students will discuss minimum three cases to be discussed for each OR techniques

REFERENCE BOOKS:

1. Taha M.A., *Operations Research*, Mac Milan.
2. Anand Sharma, *Operations Research*, Himalaya Publishing House.
3. Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
4. Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.
5. Franks S. Buknick Mcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
6. Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
7. Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan.

MBA 205: ENTREPRENEURSHIP: THEORY AND PRACTICE (3L + 1T + 1P)

Subject Code :	MBA 205	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objective:

The main objective of the course is to provide knowledge about entrepreneurship and innovation in established as well as recently started firms. In doing so, the course will allow students to develop their critical skills and to analyze the internal and external factors that impact on entrepreneurship and how they intertwine to create success.

Upon completion of this course, students will be able to

- ✓ Recognize and understand the concept of entrepreneurship and the types and characteristics of small businesses
- ✓ Recognize and recall the psychological theories of entrepreneurship and analyze how entrepreneurs acquire resources and persuade others to invest in their novel venture.
- ✓ Identify the various environmental factors, external to the individual, which can influence the extent of entrepreneurship in society
- ✓ Outline how entrepreneurship connects to innovation in small firms and new ventures.

UNIT-1

Introduction: Fundamentals of Entrepreneurship – Evolution of the Concept–Basic Models and Theories of Entrepreneurship – Psychological Theories of Entrepreneurship – Social, Cultural and Political Dimensions of Entrepreneurship – Functions of an Entrepreneur –Types of Entrepreneur – Different Forms of Enterprises – Entrepreneurial Culture – Stages in Entrepreneurial Process – Intrapreneurship – Entrepreneurship as a Style of Management – Entrepreneurial Challenges.

UNIT-2

Innovation and Entrepreneurship: Cognitive Approaches to Opportunity Recognition, Evaluating, and Moving Innovative Ideas – Entrepreneurship and Creativity – Financing Entrepreneurial Innovation – Protection of Entrepreneurial Rents – Business Innovation – Business Model Change – Creating New Marketing Space – Discovering New Points of Differentiation.

UNIT-3

Small Firms & New Ventures: Dynamics of Small Business Environment – Entrepreneurial Venture and the Entrepreneurial Organization –Types and Characteristics of Small Firms and Ventures – Resource Acquisition for Small Firms and New Ventures –Angel Funding and Venture

Capitalists – Causes for Small Business Failure – Success Factors for Small Business – Management of Small Business – Entrepreneurship in the Corporate Environment – Need for and Possible Barriers to Corporate Entrepreneurship – Legal Structures and Regulatory Framework of Entrepreneurship.

UNIT-4

Entrepreneurial Decision Making: Characteristics of Entrepreneurial Leadership – Different Categories of Decisions Taken by an Entrepreneur along the Entrepreneurial process – Differences between the Logic of Causation and the Logic of Effectuation in Explaining Venture Creation – Role of Affect in Entrepreneurial Decision Making – Risk taking in Entrepreneurship.

UNIT-5

Entrepreneurial Life Cycle: Life Cycle of Entrepreneurial Venture – Role of Entrepreneur during various Transition Stages – Requirements for Successful Patent Grants – Protection of intellectual property – Different Approach on Entrepreneurial Research – Emerging trends in Entrepreneurship: Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, and Portfolio entrepreneurship.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students must attend all of the workshops
- Students will be expected to read widely on the academic literature of entrepreneurship and understand how the various themes in the theoretical literature
- Students will be expected to prepare, present in class and work on team assignments.

References

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices', Deep & Deep Publications (P), Ltd.
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
5. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
6. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.

MBA 206: MANAGEMENT INFORMATION SYSTEMS (3L + 1T + 1P)

Subject Code :	MBA 206	I A Marks	40
No. of Lecture Hours / Week	05	End Exam Marks	60
Total Number of Lecture Hours	65	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

Course Objectives: To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

By the end of the course, students will be able

- ✓ To understand various MIS operating in functional areas of an organisation and explain its relationship with the various activities of the organisation.
- ✓ To understand how MIS is developed and implemented for various levels in an organisation.
- ✓ To explore the use of some common IS development tools.

UNIT - I

Introduction: Managerial Overview of Information Technology – Information as a Strategic Resource – Use of Information for Competitive Advantage – Types of Information Systems used in operational, tactical and strategic level – Modern Organization - IT enabled – Technology Road Map for the Organization, Matching MIS Plan to the Organizational Strategic Plan.

Challenges for the IT manager in Networked-Dispersed organizations – Information Systems Architecture – Computer Hardware – Computer Software – Computer Networks – Topologies of Different Networks – Cloud computing.

UNIT-2

MIS Planning & MIS Design: Assessing Enterprise Information requirements – Design and Implementation Concepts – Systems Concept – Acquiring Information Systems – Contemporary Approaches.

Systems Development Life Cycle:— Systems Engineering, Analysis and Design, Development, Testing, Implementation and Maintenance – Alternative System Building Approaches.

UNIT- 3

Data Management and Decision Support Systems: Data Management: Importance of Database management, Types of DBMS, Importance of RDBMS – Data Warehousing and Data Mining – Business Intelligence and Analytics – DSS, DSS applications – Group Decision Support Systems – Executive Information Systems – Executive Support Systems – Geographical Information Systems – Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence.

UNIT – 4

MIS in Functional Application and ERP: MIS in Functional Areas – MIS in Accounting, MIS in Marketing-CRM, MIS in HR- Performance Management, MIS in operations- Logistics management – ERP – Emerging IT Trends – Electronic Data Interchange – Extended Enterprise Systems – Managing International Information Systems.

UNIT – 5

Digital Firms and Ethical Issues: MIS Model for a Digital Firm – Organization Structure for Digital Firm – e-Business Models and Applications – Mobile Computing, Call Centers, BPO. Management Issues in MIS: Information Security and Control Systems, Success and Failure, Quality Assurance – Ethical and Social Dimensions – Intellectual Property Rights as Related to IT Services / IT Products.

Case Study (Not Exceeding 300 words)

REFERENCES:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

MBA 207 LIFE SKILSS LAB (1L + 1P + 1T)

Subject Code	MBA 207	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: As adults living in a community somewhere you will have connections with business, consumer economics, science, life skills, vocational skills, and leisure activities. The applications taught in Life Skills will help provide an anchor for key concepts in daily living, personal social skills, and occupational/career preparation. Opening your mind to setting goals and creating a plan for such goals is key to becoming a life-long learner and contributing member to a community.

This course will provide opportunities for you to gain knowledge, inquire about the world, think and communicate with others, develop principles and risk-taking, demonstrate care and open-mindedness towards others, the community, and academics, and allow time to reflect on your learning.

UNIT-1

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Programme – Life Skills Process Model– Group Development and Group Behaviors.

UNIT-2

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

UNIT-3

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence –Achieving Socially Responsible Behavior – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

UNIT-4

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviors – Seeking, Securing,

and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

UINT-5

Coping Strategies: Concept of Coping – Types of coping strategies:1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture– Morality and Intergroup Attitudes – Moral Emotions.

Practical Components:

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honored, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

REFERENCES:

1. Glencoe, *Applying Life Skills*, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, *Building Life Skills*, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, *Managing Life Skills*, McGraw Hill, 2010.
4. Glencoe, *Discovering Life Skills*, McGraw Hill, 2010.
5. Peter Nicholls, *Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers*, Kindle Edition.
6. Shipra Vaidya, *Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools*, Springer Publishers, New Delhi.

MBA 208 INDUSTRY AND BUSINESS DOAMIN ANALYSIS LAB (1L + 1P + 1T)

Subject Code	MBA 208	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: (a) to help the students understand the dynamics of a specific industry, (b) to acquaint students with various issues particular to an industry and (c) to provide a cross-functional perspective of the functioning of a business enterprise and an industry.

UINT-1

Industry Analysis – the Basics: Nature of the Industry, Players in Industry – Nature of Competition from an Economist’s Perspective – Market Shares of top 3 & bottom 3 players – Possible Classification of Pplayers into Leaders, Challengers, Followers, Nichers – Positioning & Differentiation Strategies of Key Players – Branding Strategies – Pricing Policies, Cartelization if any and Comments thereon – Capacity Analysis – Total Capacity of the Industry and Break up Capacity Amongst key Players – Planned Future Capacity Additions – Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global) – Demand Supply Balance in the Industry – Key Factors Affecting Demand – Key Supply side Constraints – Professional Trade Bodies of the Industry – Business Functions carried out Online by the key Players – Online Presence.

UINT-2

Promoters & Management Ethos: Background of Promoter Groups of top 3 and Bbottom 3 Players in the Industry – Management Ethos and Philosophy – Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights – Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry – CSR Policy – Corporate Governance Initiatives – Initiatives towards Social Inclusion – Initiatives towards Environment Conservation.

UINT-3

External Environment: Controlling Ministry and / or Regulator if any for the Industry – Regulatory Actions against the Players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against Irregularities, Legal Violations if any – Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players – Key National and Global Issues Affecting the Industry – Key Initiatives by the Government to Promote the Industry – Environmental Issues.

UINT-4

Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein – Sick Players if any and Their Turnaround Strategies, if any – Key Factors Contributing to Costs – Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UINT-5

Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein – Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components – Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry – Mergers & Acquisitions, if any – Technological Developments – Labour Unrest if any – Reasons thereof and Impact on the Particular Player and the Industry as a whole – Emerging first Generation Entrepreneurs, if any, in the Industry – Corporate Wars & Feuds in the Industry, if any.

Practical Components:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
- Focus shall be the comparative and historical analysis across the players in the industry.
- Students shall submit a structured detailed report.

Learning Resources:

- 1 Supplementary Reading Material
Annual reports of various companies
Economic Times
Business Standard
Business Line
Business Today
Business India
- 2 Websites
Websites of various companies
Websites of various ministries of the Government of India
Websites of various trade bodies
Websites of stock exchanges
- 3 Journals
Journals Economic and Political Weekly

MBA 209 LEGAL FRAMEWORK OF BUSINESS LAB (1L + 1P + 1T)

Subject Code	MBA 209	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Objectives of the Course: The Business Law in India is mainly based upon the English Mercantile Law, precedents, local customs and usages and the Indian Statute Law. This course is aimed to meet the Legal aspects of business is primarily study of that branch of law which governs and regulates the trade and commerce, with the help of leading cases.

Learning outcomes: On the successful completion of the course, the students shall get thorough knowledge of managing business in accordance with various provisions of the corporate laws and avoid serious consequences that could possibly arise out of ignorance of law.

UNIT-1:

The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid Contract void & Unlawful Contracts, Performance of a Contract, Breach of Contract and its Remedies, and Quasi Contracts.

Special Contracts: Contingent Contracts, Indemnity and Guarantee, Contract of Agency, Bailment, and pledge.

UNIT-2:

Sale of Goods Act 1930: General Principles, Conditions and Warranties, Performance of Contract of Sale, Rights of an Unpaid Seller – Negotiable Instruments Act 1881: Negotiation and Assignment, Holder, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument.

UNIT-3

The Companies Act 2013: Key Definitions and Concepts – Setting up of a Company – Management and Administration – Directors – Accounts and Audit – Dividend – Revival and Rehabilitation of Sick Companies – Corporate social responsibility.

UNIT-4

Company Management: Company, Meetings, and Resolutions – Prevention of Oppression and Mismanagement of Company – Winding up of a Company.

UNIT-5

Consumer and Environmental protection – Consumer Protection Act – Environmental Laws: National and International – Environmental Impact Assessment and Evaluation – Cyber Crimes and Laws – IT Act, 2005 – Intellectual Property Rights: Patents and Trademarks

REFERENCE BOOKS:

1. Tuleja S.K., *Business Law for Managers*, Sultan Chand & Sons.
2. Akhileshwar Pathak, *Legal Aspects of Business*, Tata McGraw-Hill.
3. Kapoor, N.D., *Mercantile Law*, Sultan Chand & Sons.
4. Maheshwari, S.N. and Maheshwari, *Business Regulatory Framework*, Himalaya Publishing House.
5. Bulchandani, K.R., *Business Law for Management*, Himalaya Publishing House.
6. Gulshan, S.S., *Mercantile Law*, Excel Books.
7. Bansal, C.L., *Business and Corporate Laws*, Excel Books.

MBA 210 MS EXCEL & ACCOUNTING TALLY LAB (1L + 1P + 1T)

Subject Code	MBA 210	I A Marks	50
No. of Lecture Hours / Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1 ½

Course Objectives: (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications, (2) to provide students hands on experience on MS Excel Utilities, (3) to gain proficiency in creating solutions for Data Management and Reporting, and (4) to provide hands on experience on Accounting tally and gain proficiency in creating solutions in financial account and management.

UNIT-1

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities –

UNIT-2

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column – Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index –

UNIT-3

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window – Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-4

Computers and Accounting: Fundamentals of Computerised Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company –

Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.

UNIT-5

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups.

References:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDRom]by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey
New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
Reading Material www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
 www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
 www.microagecs.com/apps/training/courseware/excel.pdf
 www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
- 4 Websites http://office.microsoft.com/en-us/
 http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx
 http://office.microsoft.com/en-us/excel/
 http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx
 http://www.baycongroup.com/el0.htm
 http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm
 http://www.computerhope.com/shortcut/excel.htm
 http://www.techonthenet.com/excel/formulas/
 http://www.functionx.com/excel/
 http://people.usd.edu/~bwjames/tut/excel/
 http://spreadsheets.about.com/od/excelfunctions/Using_Excel_Functions_in_Spreads
 heets.htm
 http://www.computergaga.com/excel/functions/

MODEL QUESTION PAPER

M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper I—MANAGING PEOPLE & ORGANISATIONS
(Regulation 2015-2016)

Time: Three hours

Maximum: 60 Marks

SECTION A — (5 X 3 = 15 marks)

Short Answer Questions

Answer any FIVE of the following.

- 1 (a) Principles of management
- (b) Strategic Approach to Managing People
- (c) Management by Objectives
- (d) Organizational Behaviour
- (e) Organisational effectiveness
- (f) Group dynamics
- (g) Organisational culture
- (h) Ethical responsibilities of manager

SECTION B — (5 X 7 = 35 marks)

Essay type questions

Answer ALL questions

Unit-1

- 2 (a) Describe recent trends in management practices in emerging economies in the wake of globalisation

(Or)

- (b) What is the role of management in business organisation? What is the controlling function of management?

Unit-2

- 3 (a) What are different strategies followed by Indian companies to manage people at work?

(Or)

- (b) What is employee involvement? How do companies manage employees' involvement and participation?

Unit-3

- 4 (a) How do business organisations manage cross-culture and diversity?

(Or)

- (b) What is management by exception? Discuss about tipping point of leadership.

Unit-4

- 5 (a) What is organisational strategy? Briefly explain various organisational strategies followed by companies in emerging economies.

(Or)

- (b) How do business organisations manage their organisational learning and transformation? Briefly explain with relevant examples.

Unit-5

6. (a) What is organisational development (OD) ? Discuss any three potential OD interventions used by Indian business organisations.
(Or)
(b) What are different approaches to manage individual and organisational interface in 21st century?

SECTION C – (1X10 = 10 marks)

7. **Case Study – Compulsory:**

R & R Machinery Company has encountered hard times, not only because of economic recession but also because of competition from products imported from Japan. In the past, labour relations have been rather poor. The Unions usually asked for big pay increases for the workers and got them. But things have changed during the last few months, and labour and management have realized that they are in for some bad times ahead. The company, maintaining it is in a precarious condition, has asked labour for concessions and give backs. The Union has called a membership meeting to discuss the situation. The issue of give backs was discussed and majority disagreed for wage reduction. In fact, there is a major mistrust of managements' intentions and the workers feel that giving concessions will encourage the company to ask for additional ones.

After a long discussion-some workers are more agreeable to concessions of management makes similar sacrifices. But management does not make any commitments. Situation of the R & R Company gets worse; it faced few days of lay-off, the union agrees to some cut backs with the understanding that employees will share in some way in the profits of the company when things get better. One month later, a national – magazine survey of executive's salaries at major companies shows that the executives at R & R received a substantial increase in compensation. One worker remarks: "You just can't trust the top management of R & R. I wish our situation was like the one in Japan, where in hard times the dividends are cut first, then the salary of the top-management is reduced, and later middle-level managers get a pay cut; the worker's pay is affected last"

Questions :

- (a). Do you think the workers should have made concessions and agreed to givebacks?
(b). If you were the President of the company, how would you have handled the situation?
(c). What do you think of the Japanese approach to dealings with economic problems?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper II—MANAGERIAL ECONOMICS
(Regulation 2015-2016)

Time: Three hours

Maximum Marks: 60

SECTION A — (5 X 3 = 15 marks)

Short Answer Questions

Answer any FIVE of the following.

- 1 (a) Law of demand
- (b) Griffin goods
- (c) Production function
- (d) Skimming pricing
- (e) Monopoly
- (f) Gross domestic product
- (g) Phillips curve
- (h) Aggregate supply

SECTION B — (5 X 7 = 35 marks)

Essay type questions

Answer ALL questions

Unit-1

- 2 (a) Define managerial economics. Explain nature and scope of managerial economics
(Or)
- (b) What do you mean by elasticity of demand? What are the different kinds of elasticity of demand that are relevant to the manager of a firm?

Unit-2

- 3 (a) What are isocosts and isoquants? Do they intersect each other?
(Or)
- (b) Discuss the economies of scale that accrue to a firm.

Unit-3

- 4 (a) Differentiate between perfect competition and monopolistic competition in emerging economies.
(Or)
- (b) Explain the features of short- run average cost curve and long- run average cost curve.

Unit-4

5. (a) What do you mean by inflation? Explain different types of inflation.
(Or)
- (b) Explain the role of monetary policy in Indian economy.

Unit-5

6. (a) What do you mean by trade cycle? Explain the different phases of trade cycle.
(Or)
- (b) Write an overview of Keynesian theory

SECTION C — (1X10 = 10 marks)

7. Case Study — Compulsory:

StarHub: English Premier League

Some of the most ardent fans of Arsenal, Manchester United, and Liverpool live far from Highbury, Old Trafford, and Anfield, in Hong Kong and Singapore. Until the 2006-07 season, ESPN Star Sports held the broadcast rights to the English Premier League (EPL) for Singapore. Then, in late 2006, StarHub bid an estimated US\$160 million to beat incumbent ESPN Star Sports and telecommunications provider, SingTel, to win the rights for the next three seasons. The winning bid was reputedly several times the amount that ESPN Star Sports had paid for the previous rights.

The Singapore government prohibits the reception of satellite TV.

Integrated telecommunications and cable TV provider, StarHub, is the only provider of cable TV in Singapore. The government did offer a second cable TV license, but no one applied. In 2007, StarHub's major source of revenues was mobile services, which accounted for 52% of revenues, with cable TV, broadband, fixed network services, and equipment sales accounting for 17%, 12%, 14%, and 5% respectively. In 2001, StarHub unbundled the basic cable TV package into thematic basic packages and reduced the price from \$32.95 to \$20 a month. Subsequently, it added new channels to the various basic packages without raising prices. The new channels included CCTV-9, Discovery Travel & Living and STAR Chinese Channel. In 2004, StarHub raised the price of the sports package by \$7 to \$15 a month. The sports package included ESPN Star Sports. Typically, cable TV operators pay content providers such as ESPN a royalty based on the number of subscribers to the content.

Following its acquisition of the English Premier League rights, StarHub announced price increases. It raised the price of basic packages by \$4 to \$24 a month with effect from July 11. It decided to broadcast the EPL on its own sports channel, which was included in the sports package. It raised the price of the sports package by \$10 to \$25 a month, with effect from October.

Mr Thomas, Senior Vice President of Cable, Fixed & IP Services, justified the price increases, "~~Most pay-TV operators around the world increase prices periodically, and StarHub has not done so despite a steady rise in costs over the years~~". In 2007, StarHub's cable TV revenue grew by 9% from S\$313 million to S\$342 million. ARPU (average revenue per user) rose by 6% from S\$48 to S\$51, while the subscriber base increased by 4% to 504,000 as at end December 2007.

Relative to the number of households in Singapore, the subscriber base amounted to a 45% penetration rate.

Questions:

- a. Identify changes in demand and costs (fixed and marginal costs relative to the number of subscribers) arising from StarHub's acquisition of the EPL rights.
- b. Which of the changes in (a) would be relevant to StarHub's pricing of cable TV services?
- c. Do you think that, prior to the 2007 price increases, StarHub's prices had maximized profits?
- d. From the viewpoint of a content provider like ESPN which receives a per-customer royalty from a cable TV operator, explain the moral hazard to which the cable TV operator is subject.
- e. From the viewpoint of EPL, explain how a lump-sum bid would resolve asymmetry of information between EPL and cable TV operators.

MODEL QUESTION PAPER

M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper III – BUSINESS ANALYTICS FOR DECISION MAKING
(Regulation 2015-2016)

Time: Three hours

Maximum: 60 Marks

SECTION A – (5 X 3 = 15 marks)

Short Answer Questions

Answer any FIVE of the following.

- 1 (a) Business Analytics versus Data mining
- (b) What is Bayes' theorem?
- (c) Analytical approaches for decision making.
- (d) Normal Distribution
- (e) HR analytics
- (f) Retail Analytics
- (g) Sampling theory
- (h) Testing of hypothesis

SECTION B – (5 X 7 = 35 marks)

Essay type questions

Answer ALL questions

Unit-1

- 2 (a) Critically evaluate the contemporary relevance of business analytics in managerial decision making with suitable examples in Indian context.
- (Or)**
- (b) "Business Analytics as a Competitive Strategy" How effectively are companies using business analytics?

Unit-2

- 3 (a) What is descriptive statistics? Briefly explain various measures of descriptive statistics used in business analytics.

(Or)

- (b) Find standard deviation from the following data:

Marks in Business Analytics	0-10	10-20	20-30	30-40	40-50	50-60	60-70
No. of Students	5	7	14	12	9	6	2

Unit-3

- 4 (a) What is factor analysis? Describe the steps involved in factor analysis?

(Or)

- (b) Fit a straight line of Y on X from the following data

X	0	1	2	3	4	5	6	7	8
Y	2	1	3	2	4	3	5	6	7

Unit-4

- 5 (a) List out the applications of predictive analytics for retail companies. How predictive analytics is changing retail industry in India?

(Or)

- (b) Distinguish between social and web analytics? How can social analytics improve marketing performance?

Unit-5

6. (a) Briefly explain research process with the help of flow chart.

(Or)

- (b) The following table gives the yield on 15 sample fields under three varieties of seeds (viz., A, B, C)

A	B	C
20	18	25
21	20	28
23	17	22
16	25	28
20	15	32

Test at 5% level of significance whether the average yields of land under different varieties of seed show significant differently.

SECTION C – (1X10 = 10 marks)

7. Case Study – Compulsory:

A sales tax officer has reported that the average sales of 500 businesses that he has to deal with during a year amount to Rs. 36,000 with a standard deviation of Rs.10, 000. Assuming that the sales in these businesses are normally distributed, find

- (i) The number of businesses the sales of which are over Rs. 4, 000
- (ii) The percentage of businesses, the sales of which are likely to range between Rs. 30, 000 and Rs. 40,000.
- (iii) The probability that the sales of a business selected at random will be over Rs. 30,000.

MODEL QUESTION PAPER

M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper IV – BUSINESS, GOVERNEMENT & SOCIETY (BGS)
(Regulation 2015-2016)

Time: Three hours

Maximum: 60 Marks

SECTION A – (5 X 3 = 15 marks)

Short Answer Questions

Answer any FIVE of the following.

- 1 (a) Importance of society to Managers.
- (b) Dominance model.
- (c) What is whistle blowing?
- (d) Elements of corporate governance
- (e) What is public policy?
- (f) Business ethics.
- (g) What is corporate social responsibility?
- (h) What is value system?

SECTION B – (5 X 7 = 35 marks)

Essay type questions

Answer ALL questions

Unit-1

- 2 (a) Examine the relationship between Business, Government and Society by using different models.
(Or)
(b) Discuss the importance of Business, Government and Society to present day managers.

Unit-2

- 3 (a) Describe different theories on Corporate Governance.
(Or)
(b) Critically evaluate the role of whistle blowing in effective corporate governance.

Unit-3

- 4 (a) Describe the concept of Public Private Partnerships (PPPs) and their role in governing business, particularly in emerging economies.
(Or)
(b) Briefly explain the salient features of India's New Industrial Policy, 2015.

Unit-4

- 5 (a) Describe role and significance of business ethics in the success and sustenance of business organisations in 21st Century.
(Or)
(b) Explain various ethical dilemmas in managerial decision. Discuss different strategies to overcome ethical dilemma.

Unit-5

6. (a) What are various CSR activities implemented by business organisations in India.
(Or)
(b) Explain the concept of CSR and how it is transforming social progress.

SECTION C – (1X10 = 10 marks)

7. Case Study – Compulsory:

Rajat Gupta, the first non American CEO of a Top 50 US company, was considered a living example of the American Dream. Born in India and orphaned at a young age, Rajat Gupta scaled great heights in his professional life. With Harvard Business School and the Indian Institute of Technology as his Alma mater, he rose to the top offices of the business world. Hailed for his intelligence and generosity, Gupta was showered with laurels by the world. He stood as a beacon for many, before the dream came crashing down. Rajat Gupta was accused of insider trading and was sentenced. The case tries to give a gist of Rajat Gupta's life before the accusations surfaced and how his friendship with Rajaratnam and his greed for money brought down one of the most respected businessmen in history.

- (a) Understand the Rajat Gupta insider trading episode.
- (b) What are the ethical lessons that can be learned from this case study?
- (c) Describe the need of ethics in view of the above incident.

MODEL QUESTION PAPER

M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper V—MANAGERIAL COMMUNICATION
(Regulation 2015-2016)

Time: Three hours

maximum: 60 Marks

SECTION A — (5 X 3 = 15 marks)
Short Answer Questions
Answer any FIVE of the following

- 1 (a) Importance of communication in business organizations
- (b) What is meant by Group Discussion?
- (c) What is the purpose of writing?
- (d) Principles of effective presentation
- (e) Press conference
- (f) What is agenda?
- (g) What are the features of E-mail?
- (h) Write about the characteristic features of message?

SECTION B — (5 X 7 = 35 marks)
Essay type questions
Answer ALL questions

Unit-1

- 2 (a) What is managerial communication? Explain about the classification of communication?
(Or)
- (b) What are different barriers in communication process? Explain?

Unit-2

3. (a) Discuss the various models associated with the process of communication?
(Or)
- (b) Discuss the principles of successful oral communication with examples?

Unit-3

4. (a) Explain seven C's of effective written communication?
(Or)
- (b) How to plan and write business report? Explain?

Unit-4

5. (a) Explain different types of negotiation strategies?
(Or)
- (b) How to design and deliver effective business presentations?

Unit-5

6. (a) What is Videoconferencing? State the advantages of Videoconferencing?

(Or)

(b) What is an Interview? How to improve interview skills to face the interviews in a successful manner?

SECTION C – (1X10 = 10 marks)

7. Case Study – Compulsory

You have accomplished Bachelor of Information Management (BIM) from Krishna University recently. Your skills include database management system, programming, and software development. You also have three months of internship experience at world link to your credit. IT Park, Vijayawada, has announced vacancy for the post of an Officer in *The Hindu Newspaper* on 02nd, Dec 2015.

Draft a letter of application with curriculum vitae for the vacant post.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER 2015
First Semester
Paper VI—ACCOUNTING FOR MANAGERS
(Regulation 2015-2016)

Time: Three hours

Maximum: 60 Marks

SECTION A — (5 X 3 = 15 marks)

Short Answer Questions

Answer any FIVE of the following.

- 1 (a) Trial balance
- (b) Cash Flow Statement
- (c) Allotment and Forfeiture of Shares
- (d) Window Dressing
- (e) Cost-Volume-Profit Analysis
- (f) Legal Requirements relating to Auditing
- (g) Cost control
- (h) Accounting Concepts

SECTION B — (5 X 7 = 35 marks)

Essay type questions

Answer ALL questions

Unit-1

2. (a) Why a trading and profit and loss account and a balance sheet is prepared? Show the proforma of Trading and Profit & Loss account and a Balance Sheet.

(Or)

- (b) The following is a summary of Suresh's transactions:

March 1 Suresh began business with cash Rs.50,000

2 Took loan from Manish Rs.20,000

3 Bought for cash a computer Rs.58,000

4 Bought computer supplies on credit, Rs.6,000

19 Received payment for software sales, Rs.12,000

21 Paid creditors for supplies Rs.2,000

29 Paid salaries to employees, Rs.4,000 and office rent Rs.1,200.

30 Sold software on credit, Rs.8,000

31 Withdraw cash for personal use, Rs.3,500.

Post the entries into ledger accounts and prepare a Trial Balance.

Unit-2

3. (a) From the following Balance sheet of XYZ Co. Ltd., prepare a schedule of changes in working capital and funds flow statement.

Liabilities	2008	2009	Assets	2008	2009
	Rs.	Rs.		Rs.	Rs.
Equity					
Share capital	1,50,000	2,00,000	Good will	35,000	20,000
15% Debentures	75,000	50,000	Buildings	80,000	60,000
General Reserve	20,000	35,000	Plant	40,000	1,00,000
Profit & Loss A/c	15,000	24,000	Debtors	1,19,000	1,54,500
Creditors	37,500	49,500	Stock	10,000	15,000
			Cash	12,500	9,000
Total	2,97,500	3,58,500	Total	2,97,500	3,58,500

(Or)

- (b) Elucidate Financial Statement Analysis and discuss how it is useful to evaluate a company's financial performance.

Unit-3

- 4 (a) Examine the Accounting Procedures for Declaring and Distributing Dividends.
(Or)
(b) Discuss Accounting for Debentures Issues.

Unit-4

- 5 (a) Describe different Internal Controls that are to be followed while doing accounting for companies.
(Or)
(b) Discuss the salient features of Sustainability Reporting.

Unit-5

6. (a) Explain the concept of cost behaviour. What are various profit and cost control techniques used by companies?
(Or)
(b) Explain the concept of cost management? Briefly explain different cost management techniques followed by Indian companies.

SECTION C – (1X10 = 10 marks)

7. Case Study – Compulsory:

On 31st March, 2014 the following trial balance was prepared from the books of a trader:

Particulars	Debit Rs.	Credit Rs.
Capital	-	90,000
Plant and machinery	80,000	-
sales	-	4,07,000
purchases	2,60,000	
Returns	6,000	5,750
Opening stock	30,000	-
Discount	350	800
Bank charges	75	-
Sundry debtors	45,000	-
Sundry creditors	-	25,000
Salaries	26,800	-
Wages	40,000	-
Carriage inwards	750	-
Carriage outwards	1,200	-
Provision for doubtful debts	-	525
Rent, rates and taxes	10,000	-

Particulars	Debt Rs.	Credit Rs.
Advertising	2,000	-
Cash in hand	900	-
Cash at bank	6,000	-
Furniture and fittings	20,000	-
	5,29,075	5,29,075

The following adjustments are required:

- (a) Closing stock is Rs. 35,000.
- (b) Depreciation on plant and machinery at 15 % p.a. and on furniture and fittings at 10 % p.a. are to be provided.
- (c) Provision for doubtful debts is to be adjusted to Rs. 500.
- (d) Interest on capital is to be allowed at 10 % p.a.
- (e) 15 % of the profit remaining after providing for interest on capital is to be carried to general reserve.

Prepare the final accounts of the trader for the year ended 31st March, 2014