

**R24 ACADEMIC REGULATIONS  
COURSE STRUCTURE AND SYLLABI  
of  
MASTER OF BUSINESS ADMINISTRATION  
FOR  
MBA REGULAR TWO YEAR DEGREE PROGRAM**

*(For the batches admitted from 2024-25)*

**CHOICE BASED CREDIT SYSTEM**



**SRI VENKATESWARA COLLEGE OF ENGINEERING  
(AUTONOMOUS)**

**(Affiliated to J.N.T. University Anantapur, Ananthapuramu, Accredited by NBA & NAAC "A")**

**Karakambadi Road, Tirupati - 517 507**



**SVCE TIRUPATI**

EDUCATION FOR A BETTER SOCIETY

**SRI VENKATESWARA COLLEGE OF ENGINEERING**

Karakambadi Road, Tirupati 517 507, AP  
(AUTONOMOUS. Accredited by NBA & NAAC, Affiliated to JNTUA)

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### **Vision**

To be a Centre of excellence focusing on high quality technical education, research and technical services with global leadership competence to succeed in employment and higher education with ethical, social, entrepreneurial aspects updating to the real time requirements.

### **Mission**

- M 1:** To impart high quality technical education by providing the state-of-the art infrastructure, core instruction.
- M 2:** Advanced research and technical consultancy services with qualified and senior faculty.
- M 3:** To prepare the students professionally deft and intellectually adept possessing excellent skill, knowledge and behavior with global competence.



## **Department of Management Studies**

### **Vision**

Our vision is to produce capable business leaders and to emerge as an esteemed center of excellence in management, research and consultancy and to train the students to become value based, society oriented professionals.

### **Mission**

To mould a new generation of excellent management professionals, who would be able to lead and work innovatively in a dynamic and competitive world with strong focus on varied fields.



### **PROGRAM EDUCATIONAL OBJECTIVES**

- PEO1:** Students will establish themselves as effective professionals by solving real problems through the use of management science knowledge and with attention to teamwork, effective communication, critical thinking and problem solving skills.
- PEO2:** Students will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields.
- PEO3:** Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies
- PEO4:** Students will be provided with an educational foundation that prepares them for excellence, leadership roles along diverse career paths with encouragement to professional ethics and active participation needed for a successful career.



## **PROGRAM OUTCOMES**

**PO1:** Equipped with advanced business acumen that helps them to understand the key business functions and organizational resources for efficient business management.

**PO2:** Familiarize themselves with financial concepts, analysis and reporting systems.

**PO3:** Identify customer needs and to participate in the process of developing products and services to meet their requirements.

**PO4:** Familiarize with social responsibility issues that managers must address, including business ethics, cultural diversity, and environmental concerns.

**PO5:** An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.

**PO6:** An ability to communicate effectively, both in writing and orally.

**PO7:** Apply conceptual business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

**PO8:** Exhibit business-related behavioral skills including leadership, interpersonal, communication (written and oral), team, and lifelong learning skills.



### **PROGRAM SPECIFIC OUTCOMES**

**PSO1:** Demonstrate the ability to analyze complex, unstructured qualitative and quantitative problems by collecting, analyzing data by using accounting, financial, mathematical, statistical tools, and information and communication technologies to solve complex business problems.

**PSO2:** An ability to understand the impact of Managerial solutions in a global, economic, environmental, and societal context.

**PSO3:** Acquire leadership skills, understand group and individual dynamics, and be able to work in teams.

**PSO4:** Apply technology to enhance organizational efficiency and create innovative business solutions.



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# ACADEMIC REGULATIONS

## PRELIMINARY DEFINITIONS AND NOMENCLATURE

**AICTE:** Means All India Council for Technical Education, New Delhi.

**Autonomous Institute:** Means an institute designated as Autonomous by University Grants Commission (UGC), New Delhi in concurrence with affiliating University (**Jawaharlal Nehru Technological University Anantapur**).

**Academic Autonomy:** Means the freedom granted to an institute in all aspects of conducting its academic programs, as granted by the UGC, to promote excellence.

**Academic Council:** The Academic Council is the highest academic body of the institute and is responsible for the maintenance of standards of instruction, education, and examination within the institute. The Academic Council is an authority as per UGC regulations and has the right to make decisions on all academic matters, including academic research

**Academic Year:** It is the period necessary to complete an actual course of study within a year. It comprises two main semesters i.e., one odd and one even.

**Board of Studies (BOS):** BOS is an authority as defined in UGC regulations, constituted by Head of the Organization for each of the departments separately. They are responsible for curriculum design and updation in respect of all the programs offered by a department.

**Backlog Course:** A course is considered to be a backlog course if the student has obtained a failing grade in that course.

**Commission:** Means University Grants Commission (UGC), New Delhi.

**Choice Based Credit System:** It provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching along with provision of choice for the student in the course selection.

**Continuous Internal Evaluation:** It is an examination conducted towards sessional assessment.

**Core:** The courses that are the essential constituents of each engineering discipline are categorized as professional core courses for that discipline.

**Course:** A course is a subject offered by a department for learning in a particular semester.

**Course Outcomes:** The essential skills that need to be acquired by every student through a course.

**Credit:** A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one hour of teaching (Lecture / Tutorial) or two hours of practical work / field work per week.

**Credit Point:** It is the product of grade point and number of credits for a course.

**Cumulative Grade Point Average (CGPA):** It is a measure of cumulative performance of a student overall the completed semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

**Curriculum:** Curriculum incorporates the planned interaction of students with instructional content, materials & resources.

**Department:** An academic entity that conducts relevant curricular and co-curricular activities, involving both teaching and non-teaching staff, and other resources in the process of study for a degree.

**Detention in a Semester:** Student who does not obtain minimum prescribed attendance in a Semester shall be detained in that particular Semester.

**Elective Course:** A course that can be chosen from a set of courses. An elective can be Professional Elective and/or Open Elective.

**Evaluation:** Evaluation is the process of judging the academic performance of the student in her/his courses. It is done through a combination of continuous internal examinations and semester end examinations.

**Grade:** It is an index of the performance of the students in a said course. Grades are indicated by alphabets.

**Grade Point:** It is a numerical weight allotted to each letter grade on a 10 - point scale.

**Institute:** Represents Sri Venkateswara College of Engineering, Tirupati unless indicated otherwise by the context.

**Massive Open Online Courses (MOOCs):** MOOCs inculcate the habit of self-learning. MOOCs would be additional choices in all the elective group courses.

**Pre-requisite:** A specific course or subject, the knowledge of which is required to complete before student register another course at the next grade level.

**Professional Elective:** It indicates a course that is discipline centric. An appropriate choice of minimum number of such electives as specified in the program will lead to a degree with specialization.

**Program:** Denotes, Master of Business Administration (MBA).

**Project Work:** It is a design or research-based task undertaken by a student during his/her final year to achieve a particular aim. It is a credit-based course and should be planned carefully by the student.

**Registration:** Process of enrolling into a set of courses in a semester of a program.

**Regulations:** The regulations, common to all MBA programs offered by Institute, are designated as "SVCE R24" and are binding on all the stakeholders.

**Semester:** It is a period of study with a minimum of 90 instructional days per semester (including all examinations). Each academic year of study is divided into two semesters.

**Semester End Examinations:** It is an examination conducted for all courses offered in a semester at the end of the semester.

**University:** Represents Jawaharlal Nehru Technological University Anantapur (JNTUA), Ananthapuramu.

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## 1. General

### 1.1. About the College

**Sri Venkateswara College of Engineering (SVCE), Tirupati (Main Campus)** is part of the SV Colleges group established in the year 2007 with a vision to become a leader in providing quality educational services. College is affiliated to JNTUA & Approved by AICTE, recognized under sections 2(f) & 12(B) of UGC act 1956, Accredited by NAAC with 'A' Grade. Six B.Tech. Programs CSE, ECE, EEE, IT, ME & CE are accredited by NBA, New Delhi. The College offers UG Programs [CE, CSE, CSE (AI & ML), CSE (CS), CSE (DS), ECE, EEE, IT & ME], PG Programs [M.Tech. (VLSI Design), M.Tech. (CSE), MCA & MBA]. The Institution conferred 'Autonomy' by UGC, New Delhi in the year 2020.

The Campus is equipped with state of art laboratories of centre of excellence through advanced tools and technologies. Learning at Sri Venkateswara College of Engineering has a pragmatic approach with a clear focus, valuing individual vision, intellectual discipline, and a sense of teamwork. We aim at developing our students to their full potential, preparing them to take the next step towards career success.

Sri Venkateswara College of Engineering is committed to its role in creating leaders through its innovative programs, outstanding faculty and thought leadership. Sri Venkateswara College of Engineering nurtures global leaders who can speak their minds and work well with others in a wide range of cultural contexts. It will develop their ability to manage a career successfully in the global economy.

Our teaching modes and methods of assessment vary between courses to ensure that you gain the most benefit from the interactive course content, faculty members, fellow students, and invited guests. Lectures comprise only a portion of course delivery, with the remaining taken up by discussions, seminars, case analysis, simulation, individual and group projects, and presentations.

From the academic year 2025–26, SV Colleges has also converted **Sri Venkateswara College of Engineering, Kadapa** as **Off Campus** to **Sri Venkateswara College of Engineering (SVCE), Tirupati (Main Campus)**. The College at off campus offers UG Programs [ECE, CSE, CSE (AI & ML)]. While **SVCE Tirupati continues to be the main campus**, both campuses adhere to the same academic framework, quality standards, and regulatory guidelines of JNTUA, AICTE, UGC, and other statutory bodies.

Academic programs of the College are governed by the rules and regulations as approved by the Academic Council, which is the highest academic body of the College. These academic rules and regulations are effective from the academic year 2024-25 for the students admitted into the two-year Post Graduate MBA program offered by the college.

### 1.2. Applicability

All the rules specified herein, approved by the Academic Council, shall be in force and applicable to students admitted from the academic year 2024-25 onwards. Any reference to 'College' in these rules and regulations stands for Sri Venkateswara College of Engineering.

### 1.3. Extent

All the rules and regulations specified here in after shall be read as a whole for the purpose of interpretation. As and when a doubt arises, the interpretation of the Chairman of the Academic Council is final. It shall be ratified by the Academic Council in the forthcoming meeting. As per the requirements of statutory bodies, the Principal of Sri Venkateswara College of Engineering shall be the Chairman of the Academic Council.

### 1.4. Choice Based Credit System (CBCS)

Choice Based Credit System (CBCS) is introduced in line with UGC guidelines in order to promote:

- i. Student centered learning

ii. Students to learn courses of their choice

iii. Interdisciplinary learning

A Student has a choice of registering for courses comprising program core, professional electives, open electives, MOOC courses, and courses related to research.

### 1.5. Semester System and Structure

A student after securing admission shall complete the MBA program in a minimum period of two academic years (4 semesters), and a maximum period of four academic years (8 semesters) starting from the date of commencement of first year first semester, failing which student shall forfeit seat in MBA program.

#### 1.5.1. Semester scheme

- i. A Candidate after securing admission must pursue the MBA program of study for four semesters duration.
- ii. Each Semester shall be of a minimum of 90 instructional days.
- iii. A candidate admitted to a program should complete it within a period equal to twice the prescribed duration of the program from the date of admission.
- iv. The medium of instruction of the program shall be English only for all theory and practical courses, examinations, seminar, and project thesis/dissertation reports.

#### 1.5.2. Course Classification

All courses offered for the post graduate program in MBA are broadly classified as follows.

S. No.	Broad Course Classification	Course Group/ Category	Course Description	Credits
1	Core Courses	PC – Professional Core	Includes core courses related to the parent discipline/ department.	60
2	Elective Courses	PE – Professional Electives	Includes elective courses related to the parent discipline/ department.	24
		GE - General Electives	Elective courses which include inter-disciplinary courses or courses in an area outside the parent discipline which are of importance in the context of special skill development	4
3	Skill Oriented Courses	SC - Skill Courses	Courses that focus on imparting skills to students to make them employable	7
4	Project Work	PW- Experiential Learning Project	Multifaceted assignment that serves as a group academic and intellectual experience	1
		PW - Project Work	Major project	10
<b>TOTAL</b>				<b>106</b>

- The college shall take measures to implement Virtual Labs (<https://www.vlab.co.in>) which provide remote access to labs in various disciplines of Engineering and will help student in learning basic and advanced concept through remote experimentation. Student shall be made to work on virtual lab experiments during the regular labs.
- A faculty advisor/mentor shall be assigned to advise students on the program, its Course Structure and Curriculum, Choice of Courses, based on his competence, progress, pre-requisites and interest.
- Preferably 25% course work for the theory courses in every semester shall be conducted in the blended mode of learning.

### 1.6. Admissions

Admission into first year of two-year full time MBA Degree Program in Sri Venkateswara College of Engineering will be as per norms of Jawaharlal Nehru Technological University Anantapur, Ananthapuramu and Government of Andhra Pradesh.

- Admission to the MBA program shall be made subject to the eligibility, qualification and specialization as prescribed by the Government of Andhra Pradesh / University from time to time.
- Admissions shall be made on the basis of either the merit rank or percentile obtained by the candidate in the relevant qualifying examination / the merit rank obtained by the candidate at the qualifying Entrance Test conducted by the Government of Andhra Pradesh (APICET) or on the basis of any other exams approved by the University, subject to reservations as laid down by the Government of Andhra Pradesh from time to time.

### 1.7. Award of MBA Degree

A student will be declared eligible for the award of the MBA degree if he/she fulfils the following:

1. Pursues a course of study for not less than two academic years and not more than four academic years.
2. Registers for 106 credits and secures all 106 credits.

Students, who fail to fulfil all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit their seat in MBA program and their admission stands cancelled.

### 1.8. Attendance Requirement

- i. A candidate shall be deemed to have eligibility to write Semester End Examinations if he/she has put in at least 75% of attendance on cumulative basis of all courses in the semester and 50% of minimum attendance should be maintained in each course.
- ii. Condonation of shortage of attendance in aggregate upto 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee, if a student puts an aggregate attendance of 65% and minimum 50% in each course.
- iii. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- iv. A stipulated fee shall be payable towards condonation of shortage of attendance.
- v. If the candidate does not satisfy the attendance requirement, he/she is detained for want of attendance and shall re-register for that semester. He/she shall not be promoted to the next semester. They may seek re-admission into that semester when offered next.
- vi. If the learning is carried out in blended mode (both offline & online), then the total attendance of the student shall be calculated considering the offline and online attendance of the student.

### 1.9. Minimum Academic Requirements

The following academic requirements have to be satisfied in addition to the attendance requirements:

- i. A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Internal Evaluation taken together.
- ii. In case the candidate does not secure the minimum academic requirement in any of the subjects he/she has to reappear for the Semester Examination either

supplementary or regular in that subject or repeat the course when next offered or do any other specified subject as may be required.

## 2. Evaluation

The performance of a student in each semester shall be evaluated course wise (irrespective of credits assigned), for a maximum of 100 marks for theory course and 100 marks for practical course, on the basis of Continuous Internal Evaluation and Semester End Examination.

For theory/practical courses the distribution shall be 40 marks for Continuous Internal Evaluation and 60 marks for the Semester End Examination.

### 2.1. Theory Courses

#### 2.1.1. Continuous Internal Evaluation

For theory courses, during the semester, there shall be two midterm examinations, one in the middle of the semester and the other immediately after the completion of instructional period. First midterm examination shall be conducted for I, II units of syllabus. The second midterm examination shall be conducted for III, IV and V units. Each midterm examination shall be evaluated for 40 marks of which 30 marks for subjective paper (2-hour duration) and 10 marks for assignments.

Subjective paper shall contain 3 questions covering all the units of respective syllabus, student has to answer all the 3 questions, each question carries 10 marks.

**\*Note 1:** Any fraction shall be rounded off to the next higher mark.

If the student is absent for the midterm examination, no re-exam shall be conducted and midterm examination marks for that examination shall be considered as zero.

Final midterm examination marks shall be arrived at by considering the marks secured by the student in both the midterm examinations with 80% weightage given to the better midterm exam and 20% to the other.

#### 2.1.2. Semester End Examination

Semester End Examination of theory courses shall have the following pattern:

- i. There shall be 5 questions in Part-A and 1 compulsory question in Part-B.
- ii. In Part-A, each of the questions, there shall be either or a type question of 10 marks each from every unit of the syllabus. Student shall answer any one of them.
- iii. In Part-B, Student shall analyse a Case Study for 10 marks.
- iv. All the questions have to be answered compulsorily.
- v. Each question may consist of one, two or more bits
- vi. A candidate shall be deemed to have secured the minimum academic requirement in a course if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Internal Evaluation taken together.
- vii. In case the candidate does not secure the minimum academic requirement in any of the courses he/she has to reappear for the Semester Examination either supplementary or regular in that course or repeat the course when next offered or do any other specified course as may be required.

### 2.2. Practical Courses

For practical courses, 60 marks shall be for the Semester End Examinations and 40 marks will be for Continuous Internal Evaluation based on the day-to-day performance. The internal evaluation based on the day-to-day work - 10 marks, record - 10 marks and the remaining 20 marks to be awarded by conducting a midterm examination at the end of the instruction period. The Semester End Examination shall be conducted by the examiners, with a breakup

mark of Procedure – 10 Marks, Experimentation – 25 Marks, Results - 10 Marks, Viva Voce - 15 Marks.

The laboratory records and midterm examination answer scripts shall be preserved for a minimum period of 3 years in the institute as per the norms and shall be produced to the Committees of the University as and when the same are asked for.

### 2.3. Project Work

**The Project work** shall be initiated at the beginning of the IV Semester and the duration of the Project work is for one semester. Evaluation of Project work is for 200 marks with 100 marks for Continuous Internal Evaluation and 100 marks for Semester End Examination.

A Project Evaluation Committee (PEC) shall be constituted with the project supervisor, project coordinator of the concerned section, and one senior faculty. The PEC is constituted by the Principal on the recommendations of the Head of the Department.

- i. **Registration of Project Work:** A candidate is permitted to register for the Project Work in III Semester after satisfying the attendance requirement in all the courses, both theory and practical (in I & II semesters).
- ii. The Project work shall be initiated in the IV semester and the duration of the Project is of one semester.
- iii. A candidate is permitted to submit Project Thesis with the approval of PEC.
- iv. Continuous assessment of Project Work in IV semester will be monitored by the PEC.
- v. The candidate shall submit status report by giving seminars in two phases in IV semester during the project work period. These seminar reports must be approved by the PEC before submission of the Project Thesis.
- vi. After registration, a candidate must present in Project Work Review - I, in consultation with, his/her Project Supervisor, the title, objective and plan of action of his/her Project work to the PEC for approval within four weeks from the commencement of IV Semester. Only after obtaining the approval of the PEC, the student can initiate the project work.
- vii. The Project Work Review - II in IV semester carries Continuous Internal Evaluation marks of 100. Evaluation should be done by the PEC for 50 marks and the Supervisor will evaluate the work for the other 50 marks. The Supervisor and PEC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain and progress of the Project Work.
- viii. A candidate has to secure a minimum of 50% of marks to be declared successful in Project Work Review - II. The unsuccessful students in Project Work Review - II shall reappear for it after a month.
- ix. For the approval of PEC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PEC.
- x. After approval from the PEC, a soft copy of the thesis should be submitted for Anti-Plagiarism check and the plagiarism report should be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%.
- xi. After successful plagiarism check, three copies of the Project Thesis certified by the supervisor and HOD shall be submitted to the College.
- xii. The Department shall submit a panel of three examiners as submitted by the supervisor concerned and Head of the Department for a maximum of 20 students. The Principal shall nominate external examiner for conducting Project Viva Voce examination.

- xiii. The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva Voce examination.
- xiv. The Project Viva Voce examinations shall be conducted by a board consisting of the Project Supervisor, Head of the Department and the External Examiner nominated by the Principal. For Project Viva Voce examination in IV semester there are Semester End Marks of 100 and it is evaluated by the board. The candidate has to secure a minimum of 50% marks in Viva Voce examination.
- xv. If he fails to fulfil the requirements as specified, he will reappear for the Project Viva Voce examination only after three months. In the reappeared examination also, if he fails to fulfil the requirements, he will not be eligible for the award of the degree.

Project Work			Pass Marks %
Continuous Internal Evaluation (Project Reviews and Presentation in IV Semester)	Semester End Examination (Project Thesis Submission and Viva Voce Examination in IV Semester)	Total Marks	50%
100 Marks	100 Marks	200	

#### 2.4. Skill Oriented Courses

For skill oriented courses, 60 marks shall be for the Semester End Examinations and 40 marks will be for Continuous Internal Evaluation based on the day-to-day performance. The internal evaluation based on the day-to-day work - 10 marks, record - 10 marks and the remaining 20 marks to be awarded by conducting a midterm examination at the end of the instruction period. The Semester End Examination shall be conducted by the examiners, with a breakup mark of Procedure – 10 Marks, Experimentation – 25 Marks, Results - 10 Marks, Viva Voce - 15 Marks.

The laboratory records and midterm examination answer scripts shall be preserved for a minimum period of 3 years in the institute as per the norms and shall be produced to the Committees of the University as and when the same are asked for.

The student shall be given an option to choose either the skill courses being offered by the college or to choose a certificate course being offered by industries/Professional bodies or any other accredited bodies. If a student chooses to take a Certificate Course offered by external agencies, the credits shall be awarded to the student upon producing the Course Completion Certificate from the agency. A committee shall be formed at the level of the college to evaluate the grades/marks given for a course by external agencies and convert to the equivalent marks/grades. The recommended courses offered by external agencies, conversions and appropriate grades/marks are to be approved by the committee at the beginning of the semester. The Head of the respective department shall forward such proposals to the Principal for approval. If a student prefers to take a certificate course offered by external agency, the department shall mark attendance of the student for the remaining courses in that semester excluding the skill course in all the calculations of mandatory attendance requirements upon producing a valid certificate as approved by the Principal.

#### 2.5. Experiential Learning Project

There shall be Experiential Learning Project for Continuous Internal Evaluation of 100 marks. It is a multifaceted assignment that serves as a group academic and intellectual experience for students to have learning-pathway experience. The maximum size of each group shall be four. Students may be asked to select a topic, profession, or social problem that interests them, conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and one senior faculty member of the department. The student has to secure a minimum of 50% of marks to be

declared successful.

## 2.6. Summary - Distribution and Weightage of Marks

S. No.	Course Type	Marks	Examination and Evaluation	
1	Theory	60	Semester End Examination for 3 hours duration	
		40	30	Continuous Internal Evaluation (Two midterm examinations, each of 120 minutes duration)
			10	Average of two assignments, one assignment per each midterm examination
2	Laboratory	60	Semester End Examination for 3 hours duration	
		40	20	Continuous Internal Evaluation (10 marks - Day-to-day evaluation and 10 marks - Record)
			20	Midterm examination at the end of the instruction period
3	Skill Oriented Course	60	Semester End Examination for 3 hours duration	
		40	20	Continuous Internal Evaluation (10 marks - Day-to-day evaluation and 10 marks - Record)
			20	Midterm examination at the end of the instruction period
4	Project Work	100	Continuous Internal Evaluation (Project Reviews and Presentation in IV Semester)	
		100	Semester End Examination (Project Thesis Submission and Viva Voce Examination in IV Semester)	

## 2.7. Re-Registration for Improvement of Continuous Internal Evaluation Marks

Following are the conditions to avail the benefit of improvement of Continuous Internal Evaluation Marks.

- i. The candidate should have completed the course work and obtained examinations results for **I, II and III** semesters.
- ii. He / She should have passed all the courses for which the Continuous Internal Evaluation marks secured are more than 50%.
- iii. Out of the courses the candidate has failed in the examination due to Continuous Internal Evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory courses and for a maximum of **three** Theory courses for Improvement of Continuous Internal Evaluation marks.
- iv. The candidate has to re-register for the chosen courses before the start of the semester in which re-registration is required and fulfil the academic requirements.
- v. For each re-registered course, the candidate has to pay a prescribed fee.
- vi. In the event of availing the Improvement of Continuous Internal Evaluation marks, the Continuous Internal Evaluation marks as well as the Semester End Examinations marks secured in the previous attempt(s) for the re-registered courses stand cancelled.

## 2.8. Recounting / Revaluation

Students shall be permitted to apply for Recounting / Revaluation of the Semester End

Examination answer scripts against notification within a stipulated period, after payment of the prescribed fee. After completion of the process of Recounting / Revaluation, the records are updated with changes if any, and the student shall be issued a revised grade sheet. If there are no changes, the student shall be intimated the same through a notice.

The Revaluation shall be carried out by an expert not less than Associate Professor cadre, as per the scheme of evaluation supplied by the examination branch in the presence of Principal / Controller of Examinations. Neither the students nor his parents shall be permitted to be present during the valuation.

### **2.9. Supplementary Examinations**

In addition to the regular Semester End Examinations conducted, the college may also schedule and conduct supplementary examinations for all the courses of other semesters when feasible for the benefit of students. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

### **2.10. Withholding of Results**

In case of indiscipline or malpractice is pending against a candidate, the result of the candidate shall be withheld and he/she shall not be allowed/promoted to the next higher semester.

## **3. Massive Open Online Courses (MOOCs)**

In accordance with the University Grants Commission (Credit Framework for Online Learning Courses through SWAYAM) Regulations, 2021, the college permits students to undertake up to 40% of the total courses offered in a specific program in a semester through SWAYAM / SWAYAM plus ([www.swayam.gov.in](http://www.swayam.gov.in)) / Institution Approved MOOC Platforms for credit transfer.

Students may pursue any course (i.e., professional core, professional electives or open elective courses) of curriculum (excluding laboratory courses), as approved by the College, through SWAYAM / SWAYAM plus MOOCs / Institution Approved MOOC Platforms. **Completion of at least one MOOC (Massive Open Online Course) is mandatory for the award of the degree.**

At the beginning of each semester, the College shall notify the list of approved courses from SWAYAM/ SWAYAM plus / Institution Approved MOOC Platforms eligible for credit transfer. Students must register for the courses offered through MOOC platform with the approval of Head of the Department. The Head of the Department shall appoint one mentor to monitor the students' progress in the MOOC.

A student must complete at least 75% of the assignments and quizzes on the SWAYAM / SWAYAM plus / Institution Approved MOOC Platforms to be eligible for the semester end examination. The semester end exam may be conducted by the National Testing Agency (NTA), the National Program on Technology Enhanced Learning (NPTEL), Institution Approved MOOC Service Provider or the College during the regular end-term exams. Evaluation shall comprise 60% weightage for the semester end examination and 40% for assignments and quizzes conducted by the SWAYAM / SWAYAM plus / Institution Approved MOOC Platforms course coordinator.

Students must earn a certificate by passing the SWAYAM/ SWAYAM plus/ Institution Approved MOOC Platforms examination and submit the same to the College to receive the credits as specified in the curriculum. Examination fees, if applicable, shall be borne by the student. Pass marks and grading will be as per the SVCE academic regulations. No relaxation is permitted. Credits will be awarded only after submission of the completion certificate.

Students who fail or are unable to appear in SWAYAM / SWAYAM plus / Institution Approved MOOC Platforms exams conducted by NTA / NPTEL / Institutional Approved MOOC Service Provider may write the College-conducted exam during the next subsequent semesters. Students who qualify through NTA / NPTEL / Institutional Approved MOOC Service Provider, but miss College registration for credit transfer may apply during the next supplementary notification.

Students who qualify in the proctored SWAYAM / SWAYAM plus exams are eligible for direct credit transfer and are exempted from both internal and external assessments for the

equivalent College course.

In case of delays in result declaration by NTA / NPTEL, the College shall issue revised marks memos once results are available.

The College reserves the right to make amendments to these guidelines from time to time in alignment with UGC directives.

### 3.1. Credit Transfer Policy

Adoption of Massive Open Online Courses (MOOCs) is mandatory, to enable Blended model of teaching-learning as also envisaged in the NEP 2020. As per University Grants Commission (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016, the College shall allow up to a maximum of 40% of the total courses being offered in a particular program i.e., maximum of **40** credits through MOOCs platform (SWAYAM) / Institution Approved MOOC Platforms.

- i. The College shall offer credit mobility for MOOCs and give the equivalent credit weightage to the students for the credits earned through online learning courses, as detailed in Table 1.

Table 1: Duration of the MOOC and Number of Credits

S. No.	No. of Weeks	No. of Credits
1.	4	1
2.	8	2
3.	12	3
4.	16	4

- ii. The Student registration for the MOOCs shall be only through the respective department of the institution, it is mandatory for the student to share necessary information with the department.
- iii. Credit transfer policy will be applicable to the theory courses only.
- iv. The concerned department shall identify the courses permitted for credit transfer.
- v. The College shall notify at the beginning of semester the list of online learning courses equivalent to the curriculum theory courses eligible for credit transfer.
- vi. The institution shall designate a faculty member as a Mentor for each course to guide the students from registration till completion of the credit course.
- vii. The College shall ensure no overlap of MOOC exams with that of the College examination schedule. In case of delay in results, the College will re-issue the marks sheet for such students.
- viii. Student pursuing courses under MOOCs shall acquire the required credits only after successful completion of the course and submitting a certificate issued by the competent authority along with the percentage of marks and grades.
- ix. The departments shall submit the following to the examination section of the College:
  - a) List of students who have passed MOOC courses in the current semester along with the certificate of completion.
  - b) Undertaking form filled by the students for credit transfer.
- x. If a student fails to attain credits through MOOCs, he shall have the option to attend the exam in conventional (pen & paper) mode at the end of the same semester along with Regular Examinations, or he can again re-register for the same MOOC course in the next academic year.
- xi. The institute shall ensure that students who have completed the entire MOOC and submitted a minimum of 75% of the assignments and quizzes on MOOC Platform shall only be allowed to appear for the semester end examination conducted by the

institute. The MOOC Coordinator / SWAYAM Nodal Officer shall verify this from the MOOC Platform Admin dashboard.

- xii. Evaluation shall comprise 60% weightage for the semester end examination and 40% for assignments and quizzes conducted by the SWAYAM / SWAYAM plus / Institution Approved MOOC Platforms course coordinator.

#### **Evaluation of MOOC in Conventional Mode:**

- There shall be no internal evaluation
- The Semester End Examination of MOOCs shall have the following pattern:
  - ✓ There shall be 5 either/or type questions of 12 marks each and all questions are compulsory, totaling 60 Marks.
  - ✓ The questions shall be set by covering one unit of the syllabus for each question.
  - ✓ The student will be considered to have passed only if he/she scores a minimum of 40% of marks in the semester end examination and a minimum of 50% of marks in the sum total of the mid semester and semester end examination marks taken together for theory courses. In case of a mandatory course, he/she should secure 40% of the total marks.

- xiii. The College shall resolve any issues that may arise in the implementation of this policy from time to time and shall review its credit transfer policy in the light of periodic changes brought by UGC, SWAYAM, NPTEL and state government.

**Note:** Students shall be permitted to register for MOOCs offered through online platforms approved by the College from time to time.

#### **4. Student Transfers**

Student transfers shall be as per the guidelines issued by the Government of Andhra Pradesh from time to time.

#### **5. Grading System**

##### **5.1. Credits**

A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one hour of teaching (Lecture / Tutorial) or two hours of practical work / field work per week.

All courses are to be registered by the student in a semester to earn credits which shall be assigned to each course in an L T P C (Lecture Periods; Tutorial Periods; Practical Periods; Credits) structure based on the following general pattern.

<b>Particulars</b>	<b>No. of Credits</b>
1 Hour Lecture (L) per week	1
1 Hour Tutorial (T) per week	1
1 Hour Practical (P) per week	0.5
2 Hours Practical (P) per week	1

##### **5.1.1. Total Credits**

The curriculum is designed for MBA program so that the total credits will be 106. To become eligible for the award of degree, every student shall earn all the credits of 106 specified in the curriculum of the program.

##### **5.2. Award of Grades**

As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades and corresponding percentage of marks shall be followed:

After each course is evaluated for 100 marks, the marks obtained in each course will be converted to a corresponding letter grade as given below, depending on the range in which the marks obtained by the student fall.

Range in which the Marks in the Course fall	Grade	Grade Points Assigned
≥ 90	S (Superior)	10
≥ 80 < 90	A (Excellent)	9
≥ 70 < 80	B (Very Good)	8
≥ 60 < 70	C (Good)	7
≥ 50 < 60	D (Pass)	6
< 50	F (Fail)	0
Absent	Ab (Absent)	0

A student obtaining Grade 'F' or Grade 'Ab' in a course shall be considered failed and will be required to reappear for that course when it is offered in the next supplementary examination.

### 5.2.1. Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

#### i. Semester Grade Point Average (SGPA)

The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA = \frac{\sum_{i=1}^n (C_i \times G_i)}{\sum_{i=1}^n C_i}$$

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

#### ii. Cumulative Grade Point Average (CGPA)

The Cumulative Grade Point Average (CGPA) will be computed in the same manner taking into account all the courses undergone by a student in all the semesters of a program, i.e.

$$CGPA = \frac{\sum_{i=1}^n (C_i \times S_i)}{\sum_{i=1}^n C_i}$$

Where  $S_i$  is the SGPA of the  $i^{th}$  semester,  $C_i$  is the total number of credits up to that semester and  $n$  is the number of semesters.

- iii. Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
- iv. While computing the SGPA, the courses in which the student is awarded Zero grade points will also be included.

**Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.

**Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters S, A, B, C, D, and F.

### 5.3. Award of Degree and Class

A candidate shall be eligible for the award of MBA degree if he/she satisfies the minimum academic requirements prescribed for the completion of the program, he/she shall be placed in one of the following three classes, based on overall CGPA obtained.

<b>Class Awarded</b>	<b>CGPA secured</b>
First Class with Distinction	≥8
First Class	<8 and ≥7
Pass Class	<7 and ≥6

### **CGPA to Percentage of Marks Conversion**

There shall be no formula prescribed for the conversion of CGPA into percentage of marks. Both the CGPA and the percentage of marks obtained by the student shall be printed on the Consolidated Marks Memo (CMM) at the time of its issuance.

### **6. Exit Policy**

The student shall be permitted to exit with a PG Diploma based on his/her request to the institution through the department at the end of first year subject to passing all the courses in first year.

The institution shall resolve any issues that may arise in the implementation of this policy from time to time and shall review the policy in the light of periodic changes brought by UGC, AICTE and State government.

### **7. Transitory Regulations**

Discontinued, detained, or failed candidates are eligible for readmission as and when the semester is offered after fulfilment of academic regulations. Candidates who have been detained for want of attendance or not fulfilled academic requirements or who have failed after having undergone the course in earlier regulations or have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent courses as and when courses are offered, subject to Section 1.6 and they will follow the academic regulations into which they are readmitted.

### **8. General Instructions**

- i. The academic regulations should be read as a whole for purpose of any interpretation.
- ii. Rules for disciplinary action for malpractice / improper conduct in examinations are appended.
- iii. Where the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers", respectively.
- iv. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman, Academic Council is final.

### **9. Amendments to Regulations**

The Academic Council of Sri Venkateswara College of Engineering (Autonomous) reserves the right to revise, amend, or change the Regulations, Scheme of Examinations, and / or Syllabi or any other policy, depending on the relevant needs of the society or industrial requirements etc., with the recommendations of the concerned Board(s) of Studies. The amendments shall be made applicable to all the students on rolls with effect from the dates notified by the institution.

**NOTE: FAILURE TO READ AND UNDERSTAND THE RULES & REGULATIONS IS NOT AN EXCUSE**

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### 10. RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT IN EXAMINATIONS

S. No.	Nature of Malpractices/ Improper Conduct	Punishment
	If the candidate	
1. (a)	Possesses or keeps accessible in Examination Hall, any paper, note book, programmable calculators, Cell phones, Pager, Palm computers or any other form of material concerned with or related to the course of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination).	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the Exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him/her.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the notice of Principal.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred for four consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the Academic regulations in connection with forfeiture of seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the courses of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that semester/year. The candidate is also debarred for four consecutive semesters from class work and all

<b>S. No.</b>	<b>Nature of Malpractices/ Improper Conduct</b>	<b>Punishment</b>
		<p>semester end examinations, if his/her involvement is established.</p> <p>Otherwise, the candidate is debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p> <p>If the imposter is an outsider, he will be handed over to the police and a case is registered against him/her.</p>
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in Cancellation of the performance in that course only. The answer paper or in letters to the examiners or writes to the examiner requesting him/her to award pass marks.	Cancellation of the performance in that course only.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant- Superintendent / any Officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-In charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-In-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester/year. If the candidate physically assaults the invigilator/ officer-In-charge of the Examinations, then the candidate is also debarred and forfeits his/her seat. In case of outsiders, they will be handed over to the police and a police case is registered against them.

S. No.	Nature of Malpractices/ Improper Conduct	Punishment
	campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in <b>clause 6 to 8</b> .	Student of the college's expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat. Person (s) who do not belong to the College will be handed over to police and, a police case will be registered against them .
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year.

<b>S. No.</b>	<b>Nature of Malpractices/ Improper Conduct</b>	<b>Punishment</b>
11.	Copying detected on the basis of internal evidence, such as during valuation or during special scrutiny.	Cancellation of the performance in that course only or in that course and all other courses the candidate has appeared including practical examinations and project work of that semester / year examinations, depending on the recommendation of the committee.
12.	If any malpractice is detected which is not covered in the above <b>clauses 1 to 11</b> shall be reported to the Principal for further action and suitable punishment.	--

**Note:** Whenever the performance of a student is cancelled in any course/courses due to malpractice, he has to register for Semester End Examinations in that course/courses consequently and has to fulfil all the norms required for the award of Degree.

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**SGPA and CGPA Calculations: An Illustrative Example for One Academic Year**  
**MBA Program (SVCE R24 Regulations)**

<b>(a)SGPA and CGPA Calculations: One Academic Year</b>							
<b>Semester (Odd :I, Even: II)</b>	<b>Course Code</b>	<b>Credits (<math>C_i</math>)</b>	<b>Marks</b>	<b>Grade</b>	<b>Grade Points (<math>G_i</math>)</b>	<b>Credit Points (<math>C_i \times G_i</math>)</b>	<b>SGPA (<math>S_i</math>)</b>
I	BA24EPC101	4	78	B	8	$4 \times 8 = 32$	$SGPA = \frac{\sum_{i=1}^n (C_i \times G_i)}{\sum_{i=1}^n C_i}$ $S_1 = \frac{224}{28} = 8.0$
I	BA24EPC102	4	91	S	10	$4 \times 10 = 40$	
I	BA24EPC103	4	54	D	6	$4 \times 6 = 24$	
I	BA24EPC104	4	61	C	7	$4 \times 7 = 28$	
I	BA24EPC105	4	57	D	6	$4 \times 6 = 24$	
I	BA24EPC106	4	95	S	10	$4 \times 10 = 40$	
I	BA24ESC101	2	89	A	9	$2 \times 9 = 18$	
I	BA24ESC102	2	89	A	9	$2 \times 9 = 18$	
		$\sum_{i=1}^n C_i$	<b>28(28*)</b>	<b>614#</b>	<b>Total</b>	$\sum_{i=1}^n (C_i \times G_i) = 224$	
II	BA24EPC201	4	92	S	10	$4 \times 10 = 40$	$S_2 = \frac{162}{28} = 5.78$
II	BA24EPC202	4	71	B	8	$4 \times 8 = 32$	
II	BA24EPC203	4	42	F	0	$4 \times 0 = 0$	
II	BA24EPC204	4	84	A	9	$4 \times 9 = 36$	
II	BA24EPC205	4	64	C	7	$4 \times 7 = 28$	
II	BA24EPC206	4	AB	F	0	$4 \times 0 = 0$	
II	BA24EGE201	2	64	C	7	$4 \times 7 = 28$	
II	BA24ESC201	2	53	D	6	$2 \times 6 = 12$	
		$\sum_{i=1}^n C_i$	<b>28 (20*)</b>	<b>470#</b>	<b>Total</b>	$\sum_{i=1}^n (C_i \times G_i) = 162$	
* Total Credits obtained in the current semester without backlog courses							
# Total marks obtained without considering mandatory courses							
AFTER CLEARING BACKLOG COURSES							
II	BA24EPC203	4	62	C	7	$4 \times 7 = 28$	$S_2 = \frac{214}{27} = 7.64$
II	BA24EPC206	4	59	D	4	$4 \times 6 = 24$	
		$\sum_{i=1}^n C_i$	<b>28(28*)</b>	<b>549\$</b>	<b>Total</b>	$\sum_{i=1}^n (C_i \times G_i) = 214$	
\$ Total marks obtained after clearing all backlog courses							
<b>(b) CGPA Calculation of the Program</b>							
<b>Semester</b>	I	II	III	IV	<b>TOTAL</b>		
<b>Semester Credits (<math>C_i</math>)</b>	28	28	28	22	106		
<b>Total Max. Marks</b>	800	800	900	500	3000		
<b>Total Marks Obtained</b>	614	549	525	473	2161		
<b>SGPA (<math>S_i</math>)</b>	8.00	7.64	7.77	8.80	----		

$\Sigma(C_i \times S_i)$	224	214	218	194	850
<b>CGPA</b>	$CGPA = \frac{\sum_{i=1}^n (C_i \times S_i)}{\sum_{i=1}^n C_i} = \frac{850}{106} = 8.02$				
<b>Percentage</b>	$Percentage\ of\ Marks = \frac{Total\ Marks\ Obtained}{Total\ Max.\ Marks} * 100 = \frac{2161}{3000} * 100 = 72.03\%$				

# **CURRICULUM**

**COURSE STRUCTURE****I Year – I Semester**

S. No.	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC101	Business Environment and Law	PC	4	-	-	4	4	40	60	100
2	BA24EPC102	Financial Accounting for Managers	PC	4	-	-	4	4	40	60	100
3	BA24EPC103	Management and Organizational Behavior	PC	4	-	-	4	4	40	60	100
4	BA24EPC104	Management Information Systems	PC	4	-	-	4	4	40	60	100
5	BA24EPC105	Managerial Economics	PC	4	-	-	4	4	40	60	100
6	BA24EPC106	Statistics for Managers	PC	4	-	-	4	4	40	60	100
7	BA24ESC101	Business Communication Skills Lab	SC	-	1	2	3	2	40	60	100
8	BA24ESC102	Information Technology Lab	SC	-	1	2	3	2	40	60	100
<b>Total</b>				<b>24</b>	<b>2</b>	<b>4</b>	<b>30</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

**I Year – II Semester**

S. No.	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC201	Business Research Methods	PC	4	-	-	4	4	40	60	100
2	BA24EPC202	Financial Management	PC	4	-	-	4	4	40	60	100
3	BA24EPC203	Human Resource Management	PC	4	-	-	4	4	40	60	100
4	BA24EPC204	Marketing Management	PC	4	-	-	4	4	40	60	100
5	BA24EPC205	Operations Management	PC	4	-	-	4	4	40	60	100
6	BA24EPC206	Operations Research	PC	4	-	-	4	4	40	60	100
7	BA24EGE201	<b>General Elective –I</b> Digital Marketing and Social Media Strategy	GE	2	-	-	2	2	40	60	100
	BA24EGE202	E-Business									
	BA24EGE203	Industry 4.0 and Innovation									
8	BA24ESC201	Business Analytics Lab	SC	-	1	2	3	2	40	60	100
<b>Total</b>				<b>26</b>	<b>1</b>	<b>2</b>	<b>29</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

## II Year – I Semester

S. No.	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC301	Green Business Management	PC	4	-	-	4	4	40	60	100
2	BA24EPC302	Innovation and Entrepreneurship Development	PC	4	-	-	4	4	40	60	100
3	BA24EPE301	<b>Professional Elective-I</b> Cost and Management Accounting	PE	4	-	-	4	4	40	60	100
	BA24EPE302	Human Resource Development									
	BA24EPE303	Mobile Commerce									
	BA24EPE304	Product and Brand Management									
4	BA24EPE305	<b>Professional Elective-II</b> Consumer Behavior	PE	4	-	-	4	4	40	60	100
	BA24EPE306	Financial Institutions and Services									
	BA24EPE307	Labor Laws and Legislation									
	BA24EPE308	Supply Chain Management									
5	BA24EPE309	<b>Professional Elective-III</b> Enterprise Resource Planning	PE	4	-	-	4	4	40	60	100
	BA24EPE310	Investment and Portfolio Management									
	BA24EPE311	Performance Management									
	BA24EPE312	Rural Marketing									
6	BA24EPE313	<b>Professional Elective-IV</b> Advertising and Sales Promotion Management	PE	4	-	-	4	4	40	60	100
	BA24EPE314	Auditing and Taxation									
	BA24EPE315	Data Visualization and Analytics									
	BA24EPE316	Knowledge Management									
7	BA24EGE301	<b>General Elective -II</b> Business Ethics and Corporate Governance	GE	2	-	-	2	2	40	60	100
	BA24EGE302	Design Thinking and Innovation									
	BA24EGE303	Project Management									
8	BA24ESC301	Business Simulation Lab	SC	-	-	2	2	1	40	60	100
9	BA24EPW301	Experiential Learning Project	PW	-	-	2	2	1	100	-	100
<b>Total</b>				<b>28</b>	<b>0</b>	<b>4</b>	<b>30</b>	<b>28</b>	<b>420</b>	<b>480</b>	<b>900</b>

## II Year – II Semester

S. No	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC401	Strategic Management	PC	4	-	-	4	4	40	60	100
2	BA24EPE401	<b>Professional Elective-V</b> Data Communication and Network Analysis	PE	4	-	-	4	4	40	60	100
	BA24EPE402	Financial Derivatives									
	BA24EPE403	Organization Development									
	BA24EPE404	Services Marketing									
3	BA24EPE405	<b>Professional Elective-VI</b> Corporate Information Management	PE	4	-	-	4	4	40	60	100
	BA24EPE406	Global Human Resource Management									
	BA24EPE407	International Financial Management									
	BA24EPE408	International Marketing									
4	BA24EPW401	Project Work	PW	-	-	20	20	10	100	100	200
<b>Total</b>				<b>12</b>	<b>0</b>	<b>20</b>	<b>32</b>	<b>22</b>	<b>220</b>	<b>280</b>	<b>500</b>

**I Year – I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC101) BUSINESS ENVIRONMENT AND LAW****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

**COURSE OUTCOMES:**

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

- CO 1:** Acquire the knowledge on business policies and environment factors to carry out a business.
- CO 2:** Understand the various laws relating to business activities
- CO 3:** Conduct and plan business effectively and efficiently in the light of information on various business policies and laws.
- CO 4:** Learn about the Companies Act, 1956, including the formation, management, and winding-up processes of companies.
- CO 5:** Explore the Information Technology Act, 2000, Right to Information Act, 2005, and GST Act, 2017, focusing on their scope, application, and regulatory frameworks.

**COURSE CONTENT****UNIT I: (12 Periods)**

**Introduction to Business Environment:** Meaning, Components of Business Environment- Industrial policy of 1991, Liberalization, Privatization and Globalization. New Industrial Policy.

**UNIT II: (11 Periods)**

**Monetary, Fiscal and Trade Policy:** Monetary & Fiscal Policy, EXIM Policy, Role of EXIM Bank. Balance of Payments: WTO: Role and functions of WTO in promoting world trade, TRIPS, TRIMS and GATS, Dumping and Anti-dumping measures.

**UNIT III: (13 Periods)**

**Introduction to Business Law: Definition** -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object, Breach of contract, Remedies to breach of contract.

**UNIT IV: (13 Periods)**

**Companies Act, 1956 (Part-I):** Kinds of Companies, Formation of Companies, Incorporation, and Company Documents. Company Act, 1956 (Part-II): Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.

**UNIT V: (11 Periods)**

**Information Technology Act, 2000:** Meaning, Scope and Application of IT Act, 2000-Digital signature e-governance, penalties and adjudication, Cyber regulations appellate, tribunals, duties of subscribers- Right to Information Act, 2005 – GST Act 2017.

**Total Periods: 60****TEXT BOOKS:**

1. Francis Cherunilam, Business Environment, Himalaya Publishing House, 8th Edition, 2018.
2. N. D. Kapoor, Elements of Business Law, Sultan Chand & Sons, Thirty-Eighth Edition, 2021

**REFERENCES:**

1. Indian Economy, Dutt and Santarem, S. Chand, New Delhi.
2. Business Environment – Text and Cases, Justin Paul, TMH.
3. Indian Economy- Misra and Puri, Himalaya.
4. Business Environment, Suresh Bedi, Excel.
5. Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
6. Legal Aspects of Business, Ravinder Kumar, Cengage.
7. A Manual of Business Laws, S.N.Maheshwari & Maheshwari, Himalaya.

**I Year – I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC102) FINANCIAL ACCOUNTING FOR MANAGERS****COURSE OBJECTIVES:**

The objective of this course is to:

- The course aims to acquaint students with the fundamental principles of financial accounting, enabling them to prepare, analyze, and interpret financial statements. Additionally, it empowers students to make informed decisions using management accounting tools.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the fundamental concepts of financial accounting
- CO 2:** Gain proficiency in preparing basic financial statements by applying Generally Accepted Accounting Principles (GAAP) and accounting standards.
- CO 3:** Earn to calculate asset depreciation using various methods and perform inventory valuation using different techniques like LIFO and FIFO.
- CO 4:** Develop the ability to analyze financial statements using ratio analysis.
- CO 5:** Acquire the skills to conduct funds flow and cash flow analyses.

**COURSE CONTENT****UNIT I: (13 Periods)**

**Financial Accounting:** Introduction to Financial, Cost and Management Accounting, **Definition**, Importance, Objectives, uses of financial accounting and bookkeeping Vs Accounting, Single entry and Double entry systems, classification of accounts,

**UNIT II: (13 Periods)**

**Financial Accounting System:** Generally Accepted Accounting Principles and Accounting **Standards** governing financial statements, Preparation of Journal, Ledger and Trial Balance –Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries, (Simple Problems Only)

**UNIT III: (11 Periods)**

**Valuation of Assets:** Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO)

**UNIT IV: (11 Periods)**

**Financial Analysis-I:** Ratio Analysis, Uses and Limitations, Classification of Ratios, Liquidity, Profitability, Financial and Turnover Ratios, Interpretation of ratio for financial decisions- DuPont chart (A Case study on Ratio Analysis) - Comparative statements - common size statements- Trend Analysis. (Simple Problems Only)

**UNIT V (12 Periods)**

**Financial Analysis-II:** Funds Flow Analysis, Funds from Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements, Uses and Limitations, Cash Flow Analysis, Uses and Limitations, Cash from Operations, Preparation of Cash Flow Statement –Distinction Between Funds Flow and Cash Flow, Simple Problems Funds flow and cash flow.

**Total Periods: 60**

**TEXT BOOKS:**

1. Paresh Shah, Financial Accounting for Management, Oxford University Press, Third Edition, 2019
2. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, Revised Edition, 2021

**REFERENCES:**

1. I. M. Pandey: Management Accounting Vikas Publishing House. ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton, Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B. Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
6. Khan and Jain, Management Accounting, Tata McGraw-Hill, Delhi.
7. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
8. Porwal, LS, Accounting Theory, TMH, New Delhi
9. Jelsy Josheph Kuppapally, Accounting for Managers, PHI, Delhi, 2010.
10. Paresh Shah, Basic Accounting for Managers, Oxford, Delhi, 2007.

**ONLINE RESOURCES:**

1. [https://onlinecourses.swayam2.ac.in/cec20\\_mg02/preview](https://onlinecourses.swayam2.ac.in/cec20_mg02/preview)[https://onlinecourses.swayam2.ac.in/imb19\\_mg06/preview](https://onlinecourses.swayam2.ac.in/imb19_mg06/preview)[https://onlinecourses.nptel.ac.in/noc19\\_mg37/preview](https://onlinecourses.nptel.ac.in/noc19_mg37/preview)
2. <https://www.coursera.org/learn/wharton-accounting>

**I Year MBA– I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC103) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR****COURSE OBJECTIVES:**

The objectives of this course are to:

- Give a basic perspective of Management theories and Practices.
- Study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the role of management, its significance, and various management patterns, including scientific, behavioral, systems, and contingency approaches.
- CO 2:** Learn the decision-making and controlling processes, including techniques for effective planning and controlling in management.
- CO 3:** Explore individual behavior and motivation, including perception, learning, personality types, and motivational theories.
- CO 4:** Analyze different leadership styles and theories, distinguishing between leaders and managers, and understanding the qualities of effective leadership.
- CO 5:** Gain insights into organizational behavior, focusing on organizing processes, organizational culture, conflict management, and change management.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Role of Management:** Concept, Significance, Role of Manager, Functions, Principles of Management, Patterns of Management: Scientific, Behavioral, Systems, Contingency. Case: Hitachi (Robert N Lussier page no: 197)

**UNIT II:****(11 Periods)**

**Decision Making & Controlling:** Process, Techniques. Planning, Process, Making It Effective. Controlling, System of Controlling, Controlling Techniques, Making Controlling Effective Case: The Coca- Cola Company (Robert N Lussier page no: 117)

**UNIT III:****(13 Periods)**

**Individual Behaviour & Motivation:** Understanding Individual Behaviour, Perception, Learning, Personality Types, Johari window, Transactional Analysis, Motivation, Concept of Motivation, Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler Case: Dunkin's Donuts (Robert N Lussier page no: 151)

**UNIT IV:****(12 Periods)**

**Leadership:** Differences between Leader & Manager, Leadership, Leadership styles **Leadership** theories, Managerial Grid, Transactional Vs Transformational Leadership, Qualities of a good leader, Women Leadership in India. Case: Steve Jobs, Apple (Robert N Lussier page no: 348)

**UNIT V:****(12 Periods)**

**Organizational Behaviour:** Organizing Process, Departmentation Types, Decentralization– Making Organizing Effective, Organizational culture, Types of culture, Organizational Culture Vs Organizational climate, Conflict management, Change Management, Organizational Development. Case: Chen Clothes Manufacturing.

**Total Periods: 60**

**TEXT BOOKS:**

1. Hersey, Paul, Management of Organizational Behavior, Pearson Education, 10th Edition,2013
2. Robbins, Organizational Behavior, Pearson Education,18th Edition,2019

**REFERENCES:**

3. Organizational Behaviour, S.S.Khanka, S.Chand
4. Organizational Behaviour, Mishra .M. N ,Vikas
5. Management and Organisational behaviour, Pierce Gordner, Cengage.
6. Behaviour in Organizations, Hiriappa.B. New Age Publications
7. Organizational Behaviour, Sarma, Jaico Publications.
8. Principles of Management, Murugesan, Laxmi Publications

**I Year MBA– I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC104) MANAGEMENT INFORMATION SYSTEMS****COURSE OBJECTIVE:**

The objective of this course is to:

- Provide the basic concepts of systems concepts and Management of Information Systems and the utility of the systems for managerial decisions.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the need, characteristics, structure, and global role of Management Information Systems (MIS) and the challenges involved in managing them.
- CO 2:** Learn about data resource management, including database concepts, DBMS, data warehousing, data mining, and the application of Artificial Intelligence in decision-making.
- CO 3:** Explore business applications of information systems, including ERP, CRM, SCM, DSS, and the roles of MIS, business intelligence, and knowledge management systems.
- CO 4:** Gain knowledge of information systems management, covering project planning, system development models, MIS evaluation, and system maintenance, including an introduction to Deep Learning.
- CO 5:** Understand the fundamentals of cybercrime, cyber security, cyber law, and security measures, including block chain technology.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**MIS an overview:** Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, MIS structure, and MIS's role in global business. Challenges of Managing MIS

**UNIT II:****(11 Periods)**

**Data resource management:** Database concepts, the traditional approaches, the modern approaches (Database management approaches) DBMS, Data models, Data warehousing and mining, Introduction to Artificial Intelligence, and Application of AI in Decision making process.

**UNIT III:****(13 Periods)**

**Business application of IS:** Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision-making and Role of MIS, Business intelligence and Knowledge management systems, Introduction to Machine Learning

**UNIT IV:****(12 Periods)**

**Management of IS:** Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product-based MIS evaluation, Cost /Benefit-based evaluation, Process-based calculation, and System maintenance, Introduction to Deep Learning

**UNIT V:****(12 Periods)**

**Introduction to Cyber Crime:** Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Block chain

**Total Periods: 60**

**TEXT BOOKS:**

1. Waman S. Jawadekar, Management Information Systems: Text and Cases, McGraw Hill Education, Fifth Edition, 2017
2. Kenneth C. Laudon & Jane P. Laudon, Management Information Systems: Managing The Digital Firm, Pearson Education, Sixteenth Edition, 2022

**REFERENCES:**

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
3. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.
4. Management Information Systems, C Laudon and Jane P. Laudon, et al, Pearson Education.
5. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
6. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.
7. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
8. Management Information Systems, James A. Obrein, Tata McGraw-Hill.
9. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.
10. Cases in MIS, Mahapartra, PHI.
11. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw-Hill

**I Year MBA– I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC105) MANAGERIAL ECONOMICS****COURSE OBJECTIVE:**

The objective of this course is to:

- Understand the relevance of economics in business management- This will enable the students to study application of economic principles and methodologies to make managerial decisions.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the relationship of Managerial economics with other functional areas.
- CO 2:** Learn the techniques and methods to predict the demand scientifically.
- CO 3:** Ascertain production levels and analyse the relationship of Cost-Volume Profit.
- CO 4:** Make informed decisions on price fixation under various market structures and economic scenarios.
- CO 5:** Understand the concepts of inflation and business cycles

**COURSE CONTENT****UNIT I: (12 Periods)**

**Introduction to Managerial and Behavioral Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Introduction to Behavioral Economics- Definition and scope of behavioral economics, Comparison with traditional economics. Managerial theories of firm, Behavioral theories of firm. The roles and responsibilities of managerial economist

**UNIT II: (12 Periods)**

**Theory of Demand:** Demand Analysis, Law of Demand, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation, Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.

**UNIT III: (13 Periods)**

**Production Analysis:** Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Economies of scale, Cost concepts - cost-output relationship in the short run and long run, Average cost curves – Managerial uses Break Even Analysis.

**UNIT IV: (11 Periods)**

**Market Structure and Pricing practices:** Features and Types of different competitive situations, Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy, Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products

**UNIT V: (12 Periods)**

**Inflation and Business Cycles:** Definition and meaning-characteristics of Inflation, types of inflation, effects of inflation, Anti-Inflationary methods, Definition and characteristics of business cycles-phases of business cycle, steps to avoid business cycle. Latest Union Budget

**Total Periods: 60**

**TEXT BOOKS:**

1. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, Ninth Edition, 2018
2. Dominick Salvatore, Managerial Economics: Principles and Worldwide Applications, Oxford University Press, Ninth Edition, 2020

**REFERENCES:**

1. Managerial Economics, D.N.Dwivedi, Eighth Edition, Vikas Publications
2. Managerial Economics, Pearson Education, and Engene F. Brigham
3. Managerial Economics, Suma Damodaran, Oxford.
4. Macro Economics by MN Jhingan-Oxford
5. Managerial Economics- Dr.DM. Mithani-Himalaya Publishers
6. Managerial Economics-Dr. H. L Ahuja-S. Chand and Com pvt ltd, New Delhi
7. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
8. Managerial Economics by Hirschey- Cengage Learning

**I Year MBA– I Semester**

L	T	P	C
4	-	-	4

**(BA24EPC106) STATISTICS FOR MANAGERS****COURSE OBJECTIVES:**

The objective of this course is to:

- The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

**COURSE OUTCOMES:**

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

- CO 1:** Understand statistical techniques popularly used to describe the data in managerial decision making.
- CO 2:** Know the procedure involved in inferential statistics and appropriate tests for given data.
- CO 3:** Develop computational skills and interpret the results of data analysis effectively.
- CO 4:** Analyze and differentiate various types of data distributions and their probability distributions.
- CO 5:** Gain the ability to analyze and apply correlation and regression techniques

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction of Statistics:** Nature & Significance of Statistics to Business, collection and presentation of data, Measures of Central Tendency, Arithmetic, Weighted mean, Median, Mode, Geometric mean and Harmonic mean, Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation, Application of measures of central tendency and dispersion for business decision making.

**UNIT II:****(13 Periods)**

**Probability and Random variables:** Basic concepts of probability, Addition and multiplication **laws**, Conditional probability, Baye's Rule. Discrete and Continuous random variables, expectations and properties.

**UNIT III:****(11 Periods)**

**Probability Distributions:** Binominal, Poisson, Uniform, Normal distributions and their applications in Business management.

**UNIT IV:****(12 Periods)**

**Statistical Inference:** Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chi-square test.

**UNIT V:****(12 Periods)**

**Correlation and Curve Fitting:** Fitting of a Straight Line and Parabola, Significance and types of correlation, Measures of correlation, Co-efficient of correlation. Regression analysis, Meaning and utility of regression analysis, Comparison between correlation and regression, Properties of regression coefficients Rank Correlation, Multiple linear regressions.

**Total Periods: 60****TEXT BOOKS:**

1. David M, Statistics for Managers Using Microsoft Excel, Pearson, 8th Edition, 2016
2. Babitha Rohit & D. K. Vikrama, Statistics for Managers, Himalaya Publishing House, 1st Edition, 2023.

**REFERENCES:**

1. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
3. Statistics for Management, P.N.Arora, S.Arora, S.Chand
4. Statistics for Management, Lerin, Pearson Company, New Delhi.

**I Year MBA– I Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
-	1	2	2

**(BA24ESC101) BUSINESS COMMUNICATION SKILLS LAB****COURSE OBJECTIVE:**

The objective of this course is to:

- Enable students understand how to write business letters and improve Written Communication

**COURSE OUTCOMES:**

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

- CO 1:** Master the techniques of business writing
- CO 2:** Develop skills in writing effective business correspondence, including letters, memos, and circulars, through practical exercises.
- CO 3:** Enhance their interpersonal skills through group discussions, negotiation, conflict resolution, mediation, teamwork, and emotional intelligence.
- CO 4:** Learn to structure and write effective business reports and proposals by understanding the components and steps involved.
- CO 5:** Gain expertise in career building, create effective electronic and video resumes, and develop interview skills to market themselves successfully.

**LIST OF TOPICS****UNIT I:**

**Business Writing: Introduction:** Direct and Indirect Approach to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**UNIT II:**

**Business Correspondence:** Writing Effective Letters, Memos & Circulars. Practice Exercises.

**UNIT III:**

**Interpersonal Skills:** Group Discussions on Skills. Negotiation Skills, Conflict Resolution, Mediation, **Team** Work, Emotional Intelligence.

**UNIT IV:**

**Business Reports and Proposals:** Parts of a Report, steps in writing an effective Business Report & Writing an effective Business Proposal.

**UNIT V:**

**Careers and Resumes:** Introduction, Career Building, Electronic and Video Resumes and Write your resume to market yourself, Interview Skills.

**TEXT BOOKS:**

1. Lesikar, Raymond V., & Flatley, Marie E, Business Communication, Making Connections in a Digital World, McGraw Hill, 11th Edition, 2010
2. Bovee, Courtland L., & Thill, John V, Business Communication, Pearson, 14th Edition, 2021

**REFERENCES:**

1. Stephen Bailey, Academic Writing for International Students of Business, Routledge.
2. David Irwin: Effective Business Communications, Viva-Thorogood.
3. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons.
4. Sailesh Sengupta, Business and Managerial Communications, PHI.

**I Year MBA– I Semester**

L	T	P	C
-	1	2	2

**(BA24ESC102) INFORMATION TECHNOLOGY LAB****COURSE OBJECTIVE:**

The objective of this course is to:

- Make the student familiarize in information technology and their applications to business processes.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the fundamentals of IT
- CO 2:** Learn about database management systems,
- CO 3:** Gain proficiency in MS Office applications,
- CO 4:** Grasp data communication concepts, types of networks, communications media, and the functions and services of the Internet, Intranet, and Extranets.
- CO 5:** Explore emerging IT trends, including Robotic Process Automation, ERP packages, cyber security, big data, cloud computing, and augmented and virtual reality.

**LIST OF EXERCISES****UNIT I:**

**Fundamentals of IT:** Components of a system- Meaning and nature, Role of IT in various sectors- Information technology management, Strategies for gaining IT advantage. Historical Overview of IT Evolution

**UNIT II:**

**Database Management Systems:** Introduction to DBMS- Applications to data base, concepts, data access methods, Types of data processing-data base languages

**UNIT III:**

**Understanding MS-Office:** MS-Word- MS-Excel-Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint - Creating Effectiveness presentations

**UNIT IV:**

**Data Communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

**UNIT V:**

**Emerging Trends in IT:** Introduction to SAP, IP addresses, IP protocol (need to remove have to ADD (Robotic Process Automation), various ERP packages, Cyber security -Introduction to big data-cloud computing, Augmented and Virtual Reality.

**TEXT BOOKS:**

1. Leon, Fundamentals of Information Technology, Vikas Publishing House, 2nd edition, 2009.
2. Behl, Information Technology for Management, McGraw Hill Publications, 4th Edition, 2022

**REFERENCES:**

1. Basics of Computer Sciencs, Behrouz Forouzan, Firoz Mosharraf, Cengage.
2. Information Technology for Management, Ramesh Behi, McGraw Hill.
3. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.

4. V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
5. Information Technology and theory Aksoy, Cengage Learnings.
6. Foundations of IT, Dhiraj Sharma, Excel Books.
7. MS Office 2000 for every one, Sanjay Saxena – Vikas

**I Year MBA– II Semester**

L	T	P	C
4	-	-	4

**(BA24EPC201) BUSINESS RESEARCH METHODS****COURSE OBJECTIVES:**

The objectives of this course are to:

- Introduce business research, types and technology used in business research.
- Explain in detail on research process involved in business research.
- discuss sources of data and instruments to collect data
- Provide knowledge on analysis and interpretation outcome of the data in a scientific way.
- Provide knowledge on descriptive and inferential statistical analysis.
- Impart competence skills to undertake business research problem and carryout scientific research.

**COURSE OUTCOMES:**

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

- CO 1:** Learn types of business research, technology used in business research in technological era.
- CO 2:** Identify research problem, appropriate research design and sample design for the problem, formulate hypothesis, testing process of hypothesis.
- CO 3:** Understand sources of data, instruments to collect data, analyse and interpretation **of data.**
- CO 4:** Learn data analysis techniques
- CO 5:** Prepare and present the research report effectively and efficiently.

**\*Standard Statistical tables shall be allowed in the examination**

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Business Research:** Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Technologies used in Business Research: Various software programs used in Business Research, Criteria for good research, and Ethics in research, Role of Business Research in Managerial Decisions.

**UNIT II:****(11 Periods)**

**The Research Process:** Steps in Research, Problem Identification: Broad Problem Area- Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis- The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study, Measurement: Types of Scales Scaling Techniques- Reliability and Validity - Sampling and Methods of sampling.

**UNIT III:****(13 Periods)**

**Data Collection:** Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews, Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires, Guidelines for Construction of Questionnaires.

**UNIT IV:****(13 Periods)**

**Data Analysis:** Data Processing, Editing-Coding, Tabulation, Classification of Pictorial and Graphical Representation of Data-An overview of Descriptive, Associational and Inferential-Statistical Measures.

**UNIT V:**

**(11 Periods)**

**The Research Report:** Research Reports- Types, Objectives, Importance of Reports, Components-First Section, Body of the Reports-Last Section-References, Bibliography, Glossary and Appendices, Guidelines for Preparing a Good Research Report Oral Presentation-The Presentation and Handling Questions.

**Total Periods: 60**

**TEXT BOOKS:**

1. Zikmund, W. G. Business research methods. Cengage Learning, 9th edition, 2012.
2. Cooper, D. R. Business research methods. McGraw-Hill Education, 12th edition, 2019.

**REFERENCES:**

1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e, Tata McGraw-Hill Publishing Company Limited.
2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
3. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill
4. Research Methodology in Management, Michael, V.P., Himalaya Publishing House

**I Year MBA– II Semester**

L	T	P	C
4	-	-	4

**(BA24EPC202) FINANCIAL MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Explain the importance of finance function and goals of financial managers.
- Impart decision making skills in acquiring, allocating and utilizing the funds of accompany.
- Educate on corporate structures and corporate governance.

**COURSE OUTCOMES:**

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

- CO 1:** Learn the roles and goals of finance managerial corporate structure business.
- CO 2:** Acquire decision making skills regarding financing, investing, and corporate structuring in the present competitive business environment.
- CO 3:** Analyse the impact of capital structure on wealth maximization of owners and value of the company.
- CO 4:** Manage current assets and current liabilities of the company Nan effective and efficient way.
- CO 5:** Analyze the determinants of dividend policy, understand major forms of dividends, and evaluate various dividend theories

**\* Standard Discounting Table and Annuity tables shall be allowed in the examination**

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Financial Management:** Nature, Scope and objectives of financial management. Importance of Finance function– Goals of Finance function; Profit Vs Wealth maximization– The role in the contemporary scenario.

**UNIT II:****(11 Periods)**

**The Investment Decision:** Investment decision process, Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods.

**UNIT III:****(13 Periods)**

**The Financing Decision:** Sources of Finance, A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. Theories of capital structure.

**UNIT IV:****(13 Periods)**

**Introduction to Working Capital:** Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Estimated, sources of working capital, Management of current Assets-Cash, Receivables and Inventory

**UNIT V:****(11Periods)**

**The Dividend Decision:** Determinants of dividend policy, Major forms of Dividends, Theories of dividend, Walter, Gordon, MM Model, Linter’s Model.

**Total Periods: 60**

**TEXT BOOKS:**

1. Pandey, I. M. Financial management. Vikas Publishing House, 11th edition, 2015.
2. Brigham, E. F. Financial management: Theory & practice. Cengage Learning, 15th edition, 2019.

**REFERENCES:**

1. Brealey, Myers, Allen and Mohanty, Principles of Fin Management, Tata Mc Grawhill, ND
2. Pandey IM - Financial Management, Vikas, New Delhi.
3. JC Varshney, Financial Management, Wisdom, Delhi.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi.
5. Banerjee, B., Fundamentals of Financial Management, PHI, New Delhi.
6. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois.
7. James C. Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivastava: Financial Management and Policy, Himalaya Publication.

**I Year MBA– II Semester**

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**(BA24EPC203) HUMAN RESOURCE MANAGEMENT****COURSE OBJECTIVE:**

The objective of this course is to:

- The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

**COURSE OUTCOMES:**

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

- CO 1:** Know the nature, scope, functions, roles, goals, strategies and policies of HR management.
- CO 2:** Learn to design and develop HR planning related aspects.
- CO 3:** Acquires knowledge on administration of monetary and non-monetary benefits for the employees in the organization.
- CO 4:** Understand human resource development through training and development, performance appraisal, career planning, and succession planning processes within organizations.
- CO 5:** Learn recent trends in the human resource function and to balance the work life in the present t dynamic work environment.

**COURSE CONTENT****UNIT I:****(10 Periods)**

**Introduction:** Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.

**UNIT II:****(12 Periods)**

**Designing and Developing HR systems:** Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, E- Recruitment & Selection, Placement, Promotion & Transfer.

**UNIT III:****(13 Periods)**

**Compensation Management:** Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non-monetary benefits.

**UNIT IV:****(13 Periods)**

**Human Resource Development:** Training and Development, Performance Appraisal & Career Planning and Development, Succession planning process in organization.

**UNIT V:****(12 Periods)**

**Recent Trends and Technology in HRM:** Outsourcing, Work Life Balance, Metrics and HR Analytics, Role of Artificial Intelligence in HR.

**Total Periods: 60****TEXT BOOKS:**

1. Mondy, R. W. Human resource management. Pearson, 15th edition, 2019.
2. Dessler, G. Human resource management. Pearson, 16th edition, 2020.

**REFERENCES:**

1. Human Resource Management, Aswathappa, 4th Edition, TMH 2006
2. Human Resource Management, Ian Beard well & Len Holden-Macmillan India Ltd.
3. Managing Human Resources: Productivity, quality of work life, profits- Wayne F. Cascio TMH.
4. Strategies HRM by Rajeev Lochan Dhar, Excel Books.
5. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.
6. Rao TV, Pereira DP, Recent Experiences in Human Resource Development.

**I Year MBA– II Semester**

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**(BA24EPC204) MARKETING MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide the basic concepts of marketing which is one of the important areas of functional management.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concepts of marketing and marketing strategies suitable for different products under different market environments.
- CO 2:** Analyze consumer markets so as total global markets for the products.
- CO 3:** Learn the designing managing, creating & communicating value to the business in digitalized market environment.
- CO 4:** Manage and designee the logistics for retailing and wholesaling
- CO 5:** Understand the concepts of Sales Management.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Understanding Marketing Management:** Defining Marketing for the New Realities, Modern Marketing concepts, Marketing Strategies & Plans, creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Collecting Information and Forecasting Demand, Conducting Marketing research.

**UNIT II:****(11 Periods)**

**Connecting with Customers & Building Strong Brands:** Analyzing Consumer Markets, Analyzing Business Markets, tapping into global markets, identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.

**UNIT III:****(13 Periods)**

**Creating & Communicating Value:** Setting product strategy, Designing & managing services, Introducing new market offerings. Developing & pricing strategies & programmers'. Designing & Managing Integrated Marketing Communications, Managing Mass Communications, Advertising & Sales Promotions, Events and experiences, managing digital communication - online, social media & mobile, Managing Personal Communications Direct and Database Marketing, Personal Selling and Publicity.

**UNIT IV:****(12 Periods)**

**Delivering Value:** Designing and Managing Integrated Marketing Channels, Managing Retailing, wholesaling and logistics, managing a Holistic Marketing Organization for the Long Run, E-tailing.

**UNIT V:****(12 Periods)**

**Sales Management:** Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organizations, Theories of selling, sales strategies, Modern selling.

**Total Periods: 60**

**TEXT BOOKS:**

1. Raj, M. Marketing management. Vikas Publishing House, 2nd edition, 2018.
2. Kotler, P. Marketing management. Pearson, 15th edition, 2016.

**REFERENCES:**

1. Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage.
2. Marketing Asian Edition Paul Baines Chris Fill Kelly page, Oxford.
3. Marketing Management 22e, Arun Kumar, Menakshi, Vikas publishing.
4. Marketing in India, Text and Cases, S. Neelamegham, Vikas.
5. Marketing Management, Rajan Saxena, TMH.
6. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin.
7. Case Studies in Marketing, The Indian Context, Srinivasan, PHI.
8. Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan.
9. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.
10. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press

**I Year MBA– II Semester**

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**(BA24EPC205) OPERATIONS MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Enable students to understand the production Planning and Controlling aspects of a typical production and operations organization.
- Understand the concepts of work study and Quality management.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concept of Production and Operations Management.
- CO 2:** Construct and interpret simple control charts for both continuous and discrete data.
- CO 3:** Gain knowledge on the quality philosophies and principles of Deming, Jurn, six sigma's and to become acquainted with the International Organization for Standardization's ISO9000:2000 requirements.
- CO 4:** Learn different types of inventory that firm's use and their role in value analysis
- CO 5:** Familiarize with inventory concepts to support the development of useful quantitative models for inventory management.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology.

**UNIT II:****(11 Periods)**

**Facilities Management & Aggregate Planning:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Group Technology: Aggregate Planning - Preparation of Aggregate Demand Forecast, Specification of Organizational Policies for Smoothing, Capacity Utilization, Determination of feasible Production Alternatives

**UNIT III:****(12 Periods)**

**Scheduling:** Scheduling in Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling in Mass, Line of Balance, Methods of Production Control World class production

**UNIT IV:****(11 Periods)**

**Work Study & Quality Management:** Method Study, Work measurement, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes, Quality Management Techniques.

**UNIT V:****(13 Periods)**

**Materials Management:** Introduction, Objectives, Importance of Materials Management- Issues in Materials Management, Functions, Activities, Selection of Materials-Advantages of Materials Management, Techniques of Material management.

**Total Periods: 60****TEXT BOOKS:**

1. Chase, R. B. Operations management for competitive advantage. McGraw-Hill Education, 12th edition, 2013.
2. Russell, R. S. Operations management: Creating value along the supply chain. Wiley, 9th edition, 2018.

**REFERENCES:**

1. Operations Management and control, Biswajit Banerjee-S.Chand.
2. Production and Operations Management –Dr.K.C. Arora, 2nd Edition- University Science Press.
3. Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd.
4. Production Management, Mart and T Telsang-S.Chand
5. Modern Production/Operations Management, Elwood S. Buffa and Rakesh K. Sarin, Wiley.
6. Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi.
7. Operations Management, Mahadevan, Pearson Education, New Delhi.
8. Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books.

**I Year MBA– II Semester**

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**(BA24EPC206) OPERATIONS RESEARCH****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

**COURSE OUTCOMES:**

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

- CO 1:** Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods.
- CO 2:** Learn different optimizing solutions for various business problems using appropriate modeling techniques.
- CO 3:** Apply Johnson's Algorithm for job sequencing across various machines, including problems with multiple machines and jobs.
- CO 4:** Learn the concepts of Game Theory, including two-person zero-sum games, pure and mixed strategies, and the significance of game theory in managerial applications.
- CO 5:** Apply CPM and PERT techniques for effective project planning and control, including rules for drawing network diagrams.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Introduction to OR:** Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method.

**UNIT II:****(11 Periods)**

**Transportation Problem:** Introduction, Transportation Model, finding initial basic feasible solutions, moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

**UNIT III:****(12 Periods)**

**Sequencing:** Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, two jobs and m Machines Problems.

**UNIT IV:****(11 Periods)**

**Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

**UNIT V:****(13 Periods)**

**Project Management:** Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control

**Total Periods: 60****TEXT BOOKS:**

1. Sharma, J. K. Operations research: Theory and applications. Macmillan Publishers India, 5th edition, 2013.
2. Kapoor, V. K. Operations research: Problems and solutions. Sultan Chand & Sons, 1st edition, 2014.

**REFERENCES:**

1. Introduction to O.R/Hiller & Libermann (TMH).
2. Operations Research: Methods & Problems / Maurice Saseini, Arthur Yaspan & Lawrence Friedman. Pearson
3. Quantitative Analysis for Management/ Barry Render, Ralph M. Stair, Jr and Michael
4. E. Hanna/
5. Operations Research / R. Pannerselvam, PHI Publications.

**I Year MBA– II Semester**

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**(BA24EGE201) DIGITAL MARKETING AND SOCIAL MEDIA STRATEGY****COURSE OBJECTIVES:**

The objectives of this course are to:

- Equip students with the foundational knowledge and practical skills needed to design, implement, and evaluate effective digital marketing and social media strategies.
- Develop an understanding of the digital landscape, strategic use of social media platforms, and the integration of digital marketing techniques to achieve organizational goals.

**COURSE OUTCOMES:**

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

- CO 1:** Analyze and apply digital marketing strategies to enhance brand visibility and engagement.
- CO 2:** Develop and execute social media campaigns tailored to specific target audiences.
- CO 3:** Evaluate the effectiveness of digital marketing and social media efforts using analytics tools.
- CO 4:** Understand the legal and ethical considerations in digital marketing.
- CO 5:** Integrate digital marketing strategies with traditional marketing methods for a cohesive approach.

**COURSE CONTENT****UNIT I:****(6 Periods)**

**Introduction to Digital Marketing:** Overview of Digital Marketing-Digital Marketing Channels and Tools-The Role of Digital Marketing in Modern Business-Trends and Innovations in Digital Marketing

**UNIT II:****(6 Periods)**

**Social Media Marketing:** Overview of Major Social Media Platforms (Face book, Twitter, LinkedIn, Instagram, etc.)-Creating Effective Social Media Campaigns-Content Creation and Management-Social Media Advertising and Promotion

**UNIT III:****(5 Periods)**

**Digital Analytics and Metrics:** Introduction to Web Analytics-Key Performance Indicators (KPIs) and Metrics-Tools for Measuring Digital Marketing Success (Google Analytics, etc.)-Interpreting and Using Data to Make Informed Decisions

**UNIT IV:****(6 Periods)**

**Search Engine Optimization (SEO) and Search Engine Marketing (SEM):** Fundamentals of SEO-Keyword Research and Optimization-On-Page and Off-Page SEO Techniques-Introduction to SEM and Paid Search Advertising

**UNIT V:****(7 Periods)**

**Legal and Ethical Issues in Digital Marketing:** Data Privacy and Protection-Ethical Considerations in Digital Advertising-Legal Regulations and Compliance-Managing Online Reputation.

**Total Periods: 30****TEXT BOOKS:**

1. Charles worth, A. Digital marketing: A practical approach. Routledge, 3rd edition, 2018.
2. Kingsnorth, S. Digital marketing strategy: An integrated approach to online marketing. Kogan Page, 2nd edition, 2019.

**REFERENCES:**

1. "Principles of Digital Marketing" by Alan Charlesworth
2. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick
3. "Search Engine Optimization (SEO) Secrets" by Danny Dover and Erik Dafforn
4. "Measuring Marketing: 103 Key Metrics Every Marketer Needs" by John Davis
5. "Marketing Ethics and Society" by Lynne Eagle and Stephan Dahl

**I Year MBA– II Semester**

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**(BA24EGE202) E-BUSINESS****COURSE OBJECTIVES:**

The objective of this course is to:

- Undertaking the concepts and various application issues of e- business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

**COURSE OUTCOMES:**

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

**CO 1:** Understand electronic business and related concepts in detail.

**CO 2:** Identify security threats in e-business and steps, methods to overcome security issues.

**CO 3:** Understand various electronic payment systems and business models in the current technology-driven business world.

**CO 4:** Explore e-business applications and strategies

**CO 5:** Gain knowledge of e-business infrastructure and E-Marketing

**COURSE CONTENT****UNIT I:****(07 Periods)**

**Introduction to e-business:** Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, and electronic data interchange process.

**UNIT II:****(05 Periods)**

**Security threats to e-business:** Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, **digital** certificates, security protocols over public networks: HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.

**UNIT III:****(06 Periods)**

**Electronic payment system:** Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.

**UNIT IV:****(06 Periods)**

**E-business applications and strategies:** Business models & revenue models over internet, emerging trends in e-business e - governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.

**UNIT V:****(06 Periods)**

**E –business infrastructure and e- marketing:** Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.

**Total Periods: 30****TEXT BOOKS:**

1. Straub, D. E-business essentials. Wiley, 1st edition, 2005.
2. Chaffey, D. E-business and e-commerce management: Strategy, implementation and practice. Pearson, 6th edition, 2015.

**REFERENCES:**

1. Whitley, David (2000), e-commerce strategy, Technologies and applications. MH.
2. Schneider Gary.
3. Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999), e- commerce, the cutting edge of business, TMH Publishing company

**I Year MBA– II Semester**

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**(BA24EGE203) INDUSTRY 4.0 AND INNOVATION****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide an overview of industry 4.0 and technology based innovations.
- Align the theory and concepts with Industrial application of computers
- Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things.
- Discuss and demonstrate the applications and tools of Industry 4.0.
- Impart knowledge on innovation types, stages of innovation process, and competitive advantage

**COURSE OUTCOMES:**

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

- CO 1:** Understand the basic concepts of Industry 4.0 and new technologies in decision making
- CO 2:** Outline the features of Artificial Intelligence and application domains
- CO 3:** Summarize the Big data domain stack and Internet of Things
- CO 4:** Identify the applications and Tools of Industry4.0
- CO 5:** Learn and think innovative ideas based on technology

**COURSE CONTENT****UNIT I:****(06 Periods)**

**Industry 4.0:** Need, Reason for Adopting Industry 4.0, Definition, Goals and Design Principles, Technologies of Industry 4.0, Big Data, Artificial Intelligence (AI), Industrial Internet of Things, Cyber Security, Cloud, Augmented Reality, Mixed Reality.

**UNIT II:****(06 Periods)**

**Artificial Intelligence:** Artificial Intelligence (AI), What & Why? History of AI, Foundations of AI, The AI, Environment, Societal Influences of AI, Application Domains and Tools, Associated Technologies of AI, Future Prospects of AI, Challenges of AI.

**UNIT III:****(06 Periods)**

**Big Data and IOT:** Data: Terminologies, Big Data Definitions, Essential of Big Data in Industry4.0, Big Data Merits and Advantages, Big Data Components: Big Data Characteristics, Big Data Processing Frameworks, Big Data Applications, Big Data Tools, Big Data Roles, Learning Platforms; Internet of Things (IoT): Introduction to IoT, Architecture of IoT, Technologies for IoT, Security in IoT.

**UNIT IV:****(07 Periods)**

**Applications of IoT:** Manufacturing, Healthcare, Education, Aerospace and Defence, Agriculture, Transportation and Logistics, Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.

**UNIT V:****(05 Periods)**

**Innovation:** Meaning, Stages of Innovation Life cycle, Types of Innovations, Innovations as a knowledge-based process, Innovation and competitive advantage.

**Total Periods: 30**

**TEXT BOOKS:**

1. Klaus Schwab, The Fourth Industrial Revolution, World Economic Forum, First Edition, 2017
2. Alasdair Gilchrist, Industry 4.0: The Industrial Internet of Things, A press, First Edition, 2016

## I Year MBA– II Semester

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**(BA24ESC201) BUSINESS ANALYTICS LAB****COURSE OBJECTIVES:**

The objectives of this course are to:

- Explain the procedure in creation of company, ledger accounts and to explore, present financial statements of a business organization
- Give knowledge on using of various financial tools to take long term investment decision
- Demonstrate the process of storing, retrieving the data relating to employees, dealers, customers and consumers in an effective and efficient way
- Impart the knowledge on Systems and MIS and process of designing the MIS in an organization.

**COURSE OUTCOMES:**

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

- CO 1:** Demonstrate the creation of company, ledger accounts, explore and export financial statements
- CO 2:** Exhibit the calculation of cost of capital and discounting factor techniques in long term investment decision.
- CO 3:** Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria.
- CO 4:** Present the detail the form of pivot tables, graphs and charts in effective and efficient way
- CO 5:** Understand information system in the organization, design of MIS and also internet and the tools used in Internet.

**LIST OF EXERCISES****UNIT I:**

**Accounting:** Introduction to Tally ERP 9, Importance of Tally ERP 9- Company creation, Preparation of Ledger, Posting Trial Balance, Profit and Loss Account, Balance Sheet (Sole Traders).

**UNIT II:**

**Finance:** Introduction to Advanced Excel, Using Advanced Excel-Capital Budgeting decisions, Calculations of NPV, IRR, Profitable Index, preparation of budgets- cash, sales, purchases and expenditure, Calculation of cost of capital.

**UNIT III:**

**Marketing:** Storing and Retrieving data on customers, sales, dealers, products and geographical areas (Tables and graphs), Introduction to SPSS, Applications of SPSS.

**UNIT IV:**

**Human Resource Management: Employees** database and Salary Administration, Introduction to R Programming.

**UNIT V:**

**Systems:** Understanding Information **Systems**, Design of MIS, Internet and Internet tools, V-Lookup, H-Lookup and PIVOT table.

**Note:** The programmes must be taught to the students using MS Excel, Access, PowerPoint and Accounting packages. SPSS and R programming

**TEXT BOOKS:**

1. Sharma, D. Business Analytics: Data Analysis & Decision Making. Wiley, 1st edition, 2017
2. Albright, S. C., & Winston, W. L. Business Analytics: Data Analysis & Decision Making, Cengage Learning, 6th edition, 2017.

**REFERENCES:**

1. MS Office-Sanjay Saxena
2. MS Office Excel-Frye, PHI publications
3. MS Office Access- Step by step, PHI publications
4. Reading material on accounting packages.
5. SPSS User manual
6. R programming user manual

**II Year – I Semester**

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**(BA24EPC301) GREEN BUSINESS MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Impart students in understanding of green business, its advantages, issues and opportunities.
- Provide knowledge over the strategies for building eco-business.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concept of Green Business management and latest summits in modern economy.
- CO 2:** Analysis the sustainable production and the role of corporate environmental responsibility.
- CO 3:** Create awareness on Eco-System services and Biodiversity in Indian Perspective.
- CO 4:** Educate on ISO 14064 and financial initiatives by UNEP.
- CO 5:** Awareness on Green tax incentives and rebates, green project management in action.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Green Management:** The Concept of Green Management, Evolution, nature, scope, importance and types, Developing a theory, Green Management in India, Relevance in twenty first century. Latest summits on environment protection.

**UNIT I I:****(14 Periods)**

**Organizational Environment:** Indian Corporate Structure and Environment, how to go green, spreading the concept in organization, Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).

**UNIT III:****(12 Periods)**

**Approaches from Ecological Economics:** Indicators of sustainability, Eco- system services and their sustainable use, Bio-diversity, Indian perspective, Alternate theories.

**UNIT IV:****(10 Periods)**

**Environmental Reporting and ISO 14001:** Climate change business and ISO 14064, Green financing, Financial initiative by UNEP, Green energy management, Green product management.

**UNIT V:****(12 Periods)**

**Green Techniques and Methods:** Green tax incentives and rebates (to green projects and companies), Green project management in action, Business redesign; Advanced Technology and Eco-friendly design, Eco-commerce models.

**Total Periods: 60****TEXT BOOKS:**

1. A. Neeraja, Green Business Management, Himalaya Publishing House, First Edition, 2019
2. B. Sridhara Reddy, Green Management: Theory and Applications, Himalaya Publishing House, First Edition, 2018

**REFERENCES:**

1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman and David Shiden, CRC Press Books.
3. Green and World by Andrew S. Winston, Yale Press B.

**ONLINE RESOURCES:**

1. [https://www.researchgate.net/publication/374951495\\_Application\\_of\\_Green\\_Management\\_in\\_Business\\_Processes](https://www.researchgate.net/publication/374951495_Application_of_Green_Management_in_Business_Processes)
2. <https://www.sciencedirect.com/science/article/pii/S0959652623008259>
3. <https://onlinelibrary.wiley.com/journal/10990836>
4. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9702634/>

**II Year MBA - I Semester**

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**(BA24EPC302) INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Educate in preparation of business plan, contents and effective presentation of business plan.
- explore and Generate new business opportunity,
- Explain and discuss strategies for Decisions under Uncertainty and environment instability.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the nature, forms, and key competencies of entrepreneurship, and evaluate the entrepreneurial ecosystem in India and abroad.
- CO 2:** Develop skills in project planning and feasibility analysis, and understand the role of ecosystem enablers and government initiatives like AIM and AICs.
- CO 3:** Analyze entrepreneurial ideas using SWOT, understand IPR, and explore various sources of startup funding and incubation support.
- CO 4:** Formulate entrepreneurial strategies to manage uncertainty and risks, and apply basic IPR knowledge relevant to startups.
- CO 5:** Examine the scope and challenges of women and rural entrepreneurship, EDPs, and the impact of social entrepreneurship.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Nature and Forms of Entrepreneurship:** Features, Entrepreneur's competencies, attitude, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Important features of various types of businesses, corporate entrepreneurship, Intrapreneurship, Role of Government in the promotion of Entrepreneur.

**UNIT II:****(14 Periods)**

**Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle, Project Planning, Feasibility, Project proposal & preparation of DPR (detailed project report). Startup Ecosystem Enablers: Angel networks, Venture capitalists, Startup funds, Crowdfunding platforms. Introduction to Atal Innovation Mission (AIM) and Atal Incubation Centres (AICs).

**UNIT III:****(12 Periods)**

**Aspects of the Entrepreneurship:** Idea generation, opportunities, SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture Capital- Informal Agencies in financing entrepreneurs, Technology and business incubators.

**UNIT IV:****(10 Periods)**

**Entrepreneurial Strategy:** Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental instability, Risk Reduction strategies, Market scope strategy- Imitation strategies. Intellectual Property Rights (IPR) for startups: Patents, Trademarks, and Copyright basics.

**UNIT V: (12 Periods)**

**Women & Rural Entrepreneurship and EDPs:** Scope, Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs, Need, Rural Industrialization, Role of NGO's, Organizing EDPs, Need, Objectives, Evaluation of Entrepreneurship Development Programmes. Introduction to social entrepreneurship and impact, driven enterprises.

**Total Periods: 60****TEXT BOOKS:**

1. Peter F. Drucker, Innovation and Entrepreneurship: Practice and Principles, Harper Business, Revised Edition, 2015
2. Vasant Desai, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Eighth Edition, 2018

**REFERENCES:**

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson Education, 2020, 978-9353066499.
2. David H. Holt, Entrepreneurship: New Venture Creation, Pearson Education India, 2016, ISBN: 978-9332568730.
3. Nandan. H, Fundamentals of Entrepreneurship, 3<sup>rd</sup> Edition, PHI Learning, ISBN: 9788120347502.
4. Rajeev Roy, Entrepreneurship, Second Edition, Oxford University Press, 2011, ISBN: 978-0198072638.
5. Robert Hisrich, Michael Peters, Dean Shepherd, Tenth Edition, Entrepreneurship, McGraw-Hill Education, 2017, ISBN 978-0-07-811284-3.
6. S S Khanka, Entrepreneurship Development, S Chand Publishing, 1999, ISBN: 9788121918015.

**ONLINE RESOURCES:**

1. [https://en.wikipedia.org/wiki/National\\_Entrepreneurship\\_Network](https://en.wikipedia.org/wiki/National_Entrepreneurship_Network)
2. [https://en.wikipedia.org/wiki/Startup\\_India](https://en.wikipedia.org/wiki/Startup_India)
3. <https://www.education.gov.in/nep/innovation-entrepreneurship>

**II Year MBA - I Semester**

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**(BA24EPE301) COST AND MANAGEMENT ACCOUNTING****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide an understanding of the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses.
- Provide an understanding of the use of cost information in support of different strategies.

**COURSE OUTCOMES:**

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

- CO 1:** Comprehend the meaning, nature, and scope of cost accounting, analyze its advantages and limitations, and prepare cost sheets, tenders, and quotations effectively.
- CO 2:** Understand the concept of material cost, implement material cost control techniques and maintain accurate stores records.
- CO 3:** Distinguish between different types of labor and wage systems, apply incentive schemes.
- CO 4:** Grasp the meaning, scope, importance, and limitations of management accounting and techniques for effective decision-making.
- CO 5:** Understand the objectives and concepts of budgeting and budgetary control and prepare flexible and cash budgets to aid in planning and control.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Nature and Scope of Accounting:** Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.

**UNIT II:****(12 Periods)**

**Material Purchase Control:** Levels, aspects, need and essentials of material control. Stores control- stores department, EOQ, Stores records, ABC analysis, and VED analysis.

**UNIT III:****(12 Periods)**

**Labor Cost:** Computation and control, Time Keeping, Methods of wage Payment, Time rate and piece rate System, Payroll Procedures, Idle time and Overtime, Labor turnover.

**UNIT IV:****(13 Periods)**

**Management Accounting:** Meaning, scope, importance and limitations, Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.

**UNIT V:****(10 Periods)**

**Analysis and Interpretation of Financial Statements:** Nature, Objectives, tools, Methods- Comparative Statements, Common size statements and Trend analysis, Real-Time Financial Reporting and Its Interpretation.

**Total Periods: 60**

**TEXT BOOKS:**

1. M.N. Arora, Cost and Management Accounting, Himalaya Publishing House, Twelfth Edition, 2021
2. S.P. Jain & K.L. Narang, Cost and Management Accounting, Kalyani Publishers, Ninth Revised Edition, 2019

**REFERENCES:**

1. Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
2. Financial Statement Analysis and Reporting – Mohana Rao P, PHI, 2011.
3. Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010.
4. Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
5. Accounting & Costing for Management – Sinha P. K, Excel BOOKS, 2010.
6. A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House.

**II Year MBA - I Semester**

L	T	P	C
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**(BA24EPE302) HUMAN RESOURCE DEVELOPMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide an understanding of the human resources development framework.
- Focuses on management best practices, tools and models to implement an effective HRD system.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concept of HRD, functions and challenges to HR manager.
- CO 2:** gain ability in Designing HRD programs, need to assessment of HRD programs and impact of HRD Program
- CO 3:** Acquire the knowledge of various Training methods and to Apply Kirkpatrick's evaluation framework to assess HRD initiatives at different levels.
- CO 4:** Understand career development process and issues in career development
- CO 5:** Learn and aware of HRD and its diversity in organizational culture and labor markets along with the contemporary issues in HRD Analyze Organizational Knowledge Management Practices

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Human Resource Development:** Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges.

**UNIT II:****(13 Periods)**

**HRD Need Assessment & Designing of HRD programs:** Strategic/ Organizational Analysis, Task Analysis, Person Analysis, prioritizing HRD needs, defining the objectives of HRD Intervention, Selecting the trainer, Selecting the Training methods, Preparing training material Scheduling an HRD program.

**UNIT III:****(12 Periods)**

**Implementation & Evaluation of HRD programs:** Training methods, Classroom training Approaches, Computer based Training, Purpose of HRD Evaluation, Kirkpatrick's evaluation frame work, Data collection for HRD Evaluation, Assessing the impact of HRD programs in Monetary Terms.

**UNIT IV:****(13 Periods)**

**Career Management and Development:** Introduction to Career management, meaning, Stages of life and Career Development, process of career Development, Issues in career development.

**UNIT V:****(10 Periods)**

**HRD Diversity & Contemporary Issues:** Introduction, Organizational culture, Labor market changes and discrimination adapting to demographic Changes, Contemporary issues in HRD.

**Total Periods: 60**

**TEXT BOOKS:**

1. R. Krishnaveni, Human Resource Development: A Researcher's Perspective, Excel Books, First Edition, 2008
2. Jon M. Werner & Randy L. DeSimone, Human Resource Development, Cengage Learning, Seventh Edition, 2011

**REFERENCES:**

1. John P. Wilson Human Resource Development (Kogan Page Business Books).
2. Tripathi P.C: Human Resource Development (Sultan Chand & Sons).
3. Uday Kumar Halder: Human Resource Development (Oxford).

**II Year MBA - I Semester**

L	T	P	C
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**(BA24EPE303) MOBILE COMMERCE****COURSE OBJECTIVES:**

The objective of this course is to:

- Describe M-commerce system concepts to critically analyze examples and cases of M-commerce systems and to examine some of the applications in M-commerce.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the current trends, technologies, and devices driving the development of mobile commerce systems.
- CO 2:** Analyze mobile commerce data access, information exchange techniques, and the significance of location-based services.
- CO 3:** Evaluate user interaction, usability considerations, and application design in mobile commerce environments.
- CO 4:** Examine various mobile commerce applications such as marketing, ticketing, computing, payments, and banking in the context of evolving mobile technologies.
- CO 5:** Design and assess mobile commerce portals, understand knowledge management in mobile contexts, and evaluate service quality and strategic aspects of mobile financial services.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Current Status and Future Trends in Mobile Commerce, Technology:** Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc.

**UNIT II:****(13 Periods)**

**Transactional Database Accesses for M-Commerce:** Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, the emergence of Location based Mobile Commerce, The need for Mobile based Approaches.

**UNIT III:****(12 Periods)**

**User Interaction and Usability in Mobile Commerce:** Managing the Interactions between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis.

**UNIT IV:****(10 Periods)**

**Advancements in Mobile Services and Technologies:** Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking vis-a-vis latest technologies (wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems).

**UNIT V: (12 Periods)**

**Strategic Design, Services, and User Experience in Mobile Commerce Applications:**

Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce.

**Total periods: 60**

**TEXT BOOKS:**

1. Divakara Reddy N & Suman M., Advanced E-Commerce and Mobile Commerce, Himalaya Publishing House, First Edition, 2015.
2. R.G. Saha & Tulasi Ram Kandula, Mobile Commerce, Himalaya Publishing House, Second Edition, 2024

**REFERENCES:**

1. Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing.
2. Mobile Commerce, Karabi Bandyo padhyay, PHI.

**ONLINE RESOURCES:**

1. <https://www.sciencedirect.com/science/article/pii/S0167923605000692>
2. <https://www.mdpi.com/0718-1876/18/1/26>
3. [https://www.researchgate.net/publication/228723139\\_New\\_perspectives\\_of\\_M-commerce\\_research](https://www.researchgate.net/publication/228723139_New_perspectives_of_M-commerce_research)
4. <https://dl.acm.org/doi/abs/10.5555/2448675.2448676>
5. <https://www.sciencedirect.com/science/article/pii/S0969698921000345>

**II Year MBA - I Semester**

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**(BA24EPE304) PRODUCT AND BRAND MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products.
- Provide students with detailed knowledge of New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity.

**COURSE OUTCOMES:**

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

- CO 1:** Perform roles of brand manager
- CO 2:** Able to build brand strategies
- CO 3:** Able to build branding in different sectors
- CO 4:** Able to know why new brand fails.
- CO 5:** Able to use good brand

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Product Decisions:** Product Concepts, Product Classification, Consumer Goods and Industrial Goods Classification, Product Line and Product Mix, Product Characteristics, Responsibility of Product Manager, Types of Product Strategies.

**UNIT II:****(13 Periods)**

**Product Management:** Product differentiation, Product Organization, Stages in the New Product Development, Product Positioning Strategies, Packaging Management.

**UNIT III:****(10 Periods)**

**Branding Decisions:** Essentials of Good Brand Name, Types of Brands, Advantages of branding, Brand Personality, Revitalization- Brand Loyalty, Brand Valuation Methods, Brand Revitalization.

**UNIT IV:****(12 Periods)**

**Creating and Managing Brand Equity:** Advantages of Brand Equity, Brand Building Strategies, Brand Extension, New Brand Failures.

**UNIT V:****(13 Periods)**

**Branding in Different Sectors:** Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

**Total Periods: 60****TEXT BOOKS:**

1. U.C. Mathur, Product and Brand Management, Excel Books, First Edition, 2008
2. Kavita Singh, Product and Brand Management, Text and Cases, Sage Publications, Second Edition, 2017

**REFERENCES:**

1. Product & Brand Management–Text & Cases, Prof.K. Venugopal Rao, Himalaya.
2. Product Management in India, Ramanuj Majumdar, PHI.
3. Product Management, C. Nandan, TMH.
4. Compendium of Brand Management, Chunawalla. S.A, Himalaya
5. Product & Brand Management, Mathur.U.C, Excel.
6. Marketing and Branding, S.Ramesh Kumar, Pearson.
7. Brand Management – Text & Cases, Harsh V Verma, Excel Become the Brand of Choice, Jason Hartman, Jaico.

**ONLINE RESOURCES:**

1. [https://www.researchgate.net/publication/381669205\\_Effective\\_Product\\_Management\\_Brand\\_Management\\_and\\_Customer\\_Relationship\\_Management](https://www.researchgate.net/publication/381669205_Effective_Product_Management_Brand_Management_and_Customer_Relationship_Management)
2. [https://www.researchgate.net/publication/235362597\\_Brands\\_Brand\\_Management\\_and\\_the\\_Brand\\_Manager\\_System\\_A\\_Critical-Historical\\_Evaluation](https://www.researchgate.net/publication/235362597_Brands_Brand_Management_and_the_Brand_Manager_System_A_Critical-Historical_Evaluation)
3. [https://www.researchgate.net/publication/272184078\\_Brand\\_and\\_Branding](https://www.researchgate.net/publication/272184078_Brand_and_Branding)
4. [https://www.researchgate.net/publication/370247801\\_Brands\\_and\\_Brand\\_Management\\_Contemporary\\_Research\\_Perspectives](https://www.researchgate.net/publication/370247801_Brands_and_Brand_Management_Contemporary_Research_Perspectives)

**II Year MBA - I Semester**

L	T	P	C
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**(BA24EPE305) CONSUMER BEHAVIOR****COURSE OBJECTIVES:**

The objectives of this course are to:

- Enable students to understand the perspectives of consumers and their buying behavior. The pre-requisite for the course is Marketing Management.
- Enable students to understand topics include Psychographic Dimensions, Environmental Factors of C.B, Designing persuasive communication, Models of Buyer behavior, Consumer decision process, Consumerism and Consumer Protection Act 1986.

**COURSE OUTCOMES:**

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

- CO 1:** Understanding these aspects of consumer behavior enables marketers to craft strategies.
- CO 2:** Analysis the multifaceted factors influencing consumer behavior.
- CO 3:** Evaluate Various models have been proposed to how consumers make purchasing decisions.
- CO 4:** Understanding the consumer decision-making process is crucial for marketers aiming to influence purchasing behavior effectively.
- CO 5:** Create awareness on consumer protection act 1986 and redressal agencies and commission.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Consumer Behavior:** Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions- consumer motivation, Perception, personality, Process of learning and Memory, Information processing, Nature of consumer Attitude, Attitude formation and attitude change.

**UNIT II:****(13 Periods)**

**Environmental Factors of Consumer Behavior:** Economic, Demographic, Culture, Subculture and Cross Culture and social influences, Social Stratification, Group Dynamics and Reference Groups and family and Lifestyle, personal influence, Technological factors.

**UNIT III:****(12 Periods)**

**Communication and Consumer Behavior:** Process, Designing persuasive communication, Interpersonal communication and influence of opinion leadership, Process of Innovation and diffusion of Innovations-Models of Buyer behavior- Howard – Sheth Model, EKB Model, Webster and Wind Model, Solomon Model of Comparison, Economic Model and Psychoanalytical Model.

**UNIT IV:****(13 Periods)**

**Consumer Decision Process:** High and Low Involvement, Pre-purchase processes, Purchase, post purchase process, Consumption and Evaluation, Consumer Satisfaction and Post Purchase cognitive dissonance, Brand Loyalty and Repeat Purchase Behavior.

**UNIT V:****(10 Periods)**

**Consumerism:** The roots of consumerism, consumer safety, consumer information, Consumer rights awareness, Environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

**Total Periods: 60**

**TEXT BOOKS:**

1. Michael R. Solomon, Consumer Behavior, Pearson, 13th Edition, 2022
2. Leon G. Schiff man & Joseph Wisenblit, Consumer Behavior, Pearson, 12th Edition, 2019.

**REFERENCES:**

1. Ramesh Kumar: Consumer Behavior (pearson Education).
2. Leon G. Scistman & Leslie Leaserkarmal: Consumer Behaviour, PHI.
3. Suja R.Nair: Consumer Behaviour in Indian Perspective, Himalaya.
4. Subash Mehta: Consumer Behaviour, Tata McGraw Hill.
5. RajjevKumra: Consumer Behaviour, Himalaya Publications.

**ONLINE RESOURCES:**

1. <https://openstax.org/books/psychology-2e/pages/6-introduction>
2. <https://open.lib.umn.edu/communication/>
3. <https://www.michaelsolomon.com/>
4. <https://www.marketing91.com/psychoanalytic-theory-motivation/>
5. <https://www.marketing91.com/customer-satisfaction/>
6. <https://consumeraffairs.nic.in/>

**II Year MBA – I Semester**

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**(BA24EPE306) FINANCIAL INSTITUTIONS AND SERVICES****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the Structure and Role of Financial Institutions.
- CO 2:** Learn the Financial Services and Products.
- CO 3:** Assess Regulatory Frameworks.
- CO 4:** Analyze the structure and functions of financial and securities markets.
- CO 5:** Evaluate Trends and Innovations in Financial Services.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction:** The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions, Function and Role of RBI, Major Changes in Monetary Policy and techniques of RBI, An Update on the Performance on Non-Statutory Financial Organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.

**UNIT II:****(13 Periods)**

**The Banking and Non-Banking Institutions:** The public and the private sectors, structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks, The Non-banking financial Institutions, Mutual Funds, Growth of Indian Mutual funds and its Regulation, The Role of AMFI, Insurance Companies, Role of IRDA. Fin. Tech.

**UNIT III:****(14 Periods)**

**Financial and Securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, Call money market, Government Securities Market T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets: - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.

**UNIT IV:****(10 Periods)**

**Fund based Services:** Lease and hire purchase consumer credit and Factoring: Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

**UNIT V:****(11 Periods)**

**Fee-based Services:** Investment Banking, Introduction, Functions and Activities of Merchant Bankers, Lead Managers, Underwriting, Bankers to an Issue, Debenture Trustees, and Portfolio Managers. Stock broking, credit rating Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

**Total Periods: 60**

**TEXT BOOKS:**

1. Bhole, L. M & Mahakud, J., Financial Institutions and Markets: Structure, Growth and Innovations, McGraw Hill Education, 5th Edition, 2011
2. Khan, M. Y., Financial Services, McGraw Hill Education, 7th Edition, 2015

**REFERENCES:**

1. Financial Services and markets, Dr.Punithavathy Pandian, Vikas.
2. Financial Markets and services, Appannaiah, Reddy and Sharma, HPH.
3. Indian Financial System, Ramachandra and others, HPH.
4. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
5. Financial services, Thirpati, PHI.
6. Financial Markets & Services, Vasanthdesai, Himalaya.
7. Financial Institutions and Markets, Gupta Agarwal, Kalyani publishers.
8. Management of Financial Services, C.RamaGopal, Vikas.

**II Year MBA - I Semester**

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**(BA24EPE307) LABOR LAWS AND LEGISLATION****COURSE OBJECTIVES:**

The objective of this course is to:

- Equip students with essential knowledge of Indian labor laws and their application in HRM, focusing on employment conditions, remuneration, industrial relations, and social security.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the evolution and framework of labour laws and their relevance to HRM
- CO 2:** Interpret key laws on employment and working conditions.
- CO 3:** Analyze laws related to employee remuneration and their organizational impact.
- CO 4:** Evaluate legal aspects of industrial relations and dispute resolution mechanisms.
- CO 5:** Examine social security laws and recent developments in labour welfare.

**COURSE CONTENT****UNIT I:****(10 Periods)**

**Legal Framework and Emerging HR Trends:** labour legislations – meaning, importance and relevance to HRM. Evolution of labor laws in India, Importance and relevance to HRM – Overview of traditional labor legislations, Emergence and impact of the new Labour Codes (2020): Code on Wages, Industrial Relations Code, Social Security Code, Occupational Safety, Health and Working Conditions Code. Changing HR landscape, Shift towards digitization, flexible employment, remote work policies, and gig economy, Legal implications in modern HR practices.

**UNIT II:****(13 Periods)**

**Legislations Relating to Employment and Working Conditions:** Industrial employment (standing orders) Act, 1946, Factories Act 1948, contract labour (Regulation and abolition) Act 1970. Integration of working conditions under the Occupational Safety, Health and Working Conditions Code, 2020, Current issues: workplace safety post-COVID-19, gender and diversity considerations at the workplace, working conditions for gig/platform workers.

**UNIT III:****(12 Periods)**

**Laws Relating to Remuneration:** Payment of wages Act, 1936, Minimum wages Act, 1948 – Payment of Bonus Act, 1965. Consolidation under the Code on Wages, 2019, Key provisions and implications, Minimum wage vs. living wage debate, Contemporary issues: pay equity, wage transparency, and compensation trends in hybrid workplaces.

**UNIT IV:****(13 Periods)**

**Laws Relating to Industrial Relations:** Industrial Disputes Act, 1947, preventive and settlement machinery, trade unions Act, 1926, worker's participation in management. Incorporation under the Industrial Relations Code, 2020, Emphasis on alternative dispute resolution (ADR), grievance redressal, New dynamics: industrial peace in a post-pandemic economy, employee voice in digital organizations, rise of informal unionization in gig platforms.

**UNIT V:****(12 Periods)**

**Laws Relating to Social Security:** Workmen's compensation Act, 1923 – ESI Act, 1948- Employees provident fund and miscellaneous provisions Act, 1952 - Maternity benefits Act, -1961 Payment of gratuity Act, 1972. Unified framework under the Social Security Code, 2020 – Coverage expansion to gig and platform workers, Recent policy developments: Budget 2024-25 allocations for labour and employment, Schemes for unorganized sector workers, Role of technology (e-SHRAM, UAN, EPFO digitization) in delivering social security.

**Total Periods: 60**

**TEXT BOOKS:**

1. P.L. Malik, Handbook of Labour and Industrial Law, Eastern Book Company, Nineteenth Edition, 2018
2. S.N. Mishra, Labour and Industrial Laws, Central Law Publications, Thirty-First Edition, 2021

**REFERENCES:**

1. Industrial Relations and labour laws - Sri Vastva – vikas publishers.
2. Industrial Relations and laws in India – Agarwal LL.
3. Industrial Relations and labour laws – Sinha & sinha, Oxford IBH.
4. Legal aspects of business – Pillai's & Bhagavathi (2011), Sultan chand and sons
5. Industrial Law- P.L. Malik, eastern book company.

**ONLINE RESOURCE:**

1. <https://eshram.gov.in>

**II Year MBA - I Semester**

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**(BA24EPE308) SUPPLY CHAIN MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Equip students with a comprehensive understanding of supply chain management by exploring its concepts, strategies, network design, logistics, inventory and demand planning, optimization techniques, and emerging global trends.

**COURSE OUTCOMES:**

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

- CO 1:** Define and describe basics of supply chain management, drivers of supply chain performance.
- CO 2:** Identify sourcing strategy in selection and negotiation with worldwide suppliers.
- CO 3:** Design a distribution logistics system and redesign location and optimization models and its impact on uncertainty on network design.
- CO 4:** schedule demand, inventory and supply in uncertainty conditions
- CO 5:** Determine the risk, pricing and revenue levels indifferent supply chain models & Acquire knowledge on current trends in supply chain management.

**COURSE CONTENT****UNIT I:****(10 Periods)**

**Role of Distribution in Value Discovery:** Designing a distribution logistic system Outsourcing of distribution logistics, Distinction between distribution logistics and supply chain management. Introduction, Supply Chain, Fundamentals, Evolution-Role in Economy, Importance, Decision Phases, Supplier, Manufacturer, Customer chain, Enablers/Drivers of Supply Chain Performance.

**UNIT II:****(12 Periods)**

**Strategic Sourcing:** Outsourcing, Make Vs buy, identifying core processes, Market Vs Hierarchy, Make Vs buy continuum, Sourcing strategy, Supplier Selection and Contract Negotiation. Creating a world class supply Base-Supplier Development-World Wide Sourcing.

**UNIT III:****(12 Periods)**

**Supply Chain Network:** Distribution Network Design–Role–Factors Influencing Options, Value Addition–Distribution Strategies, Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design, Network Design decisions using Decision trees.

**UNIT IV:****(13 Periods)**

**Planning Demand, Inventory and Supply:** Managing supply chain cycle inventory. Uncertainty in the supply chain, analyzing impact of supply chain redesign on the Inventory, Risk Pooling, Managing inventory for short life, cycle products, multiple item multiple location inventory management. Pricing and Revenue Management.

**UNIT V:****(13 Periods)**

**Current Trends:** Supply Chain Integration, building partnership and trust in SC Value of Information: Bullwhip Effect, Effective forecasting, Coordinating the supply chain.SC Restructuring, SC Mapping, SC process restructuring, Postpone the point of differentiation.

**Total Periods: 60**

**TEXT BOOKS:**

1. Sunil Chopra & Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, Seventh Edition, 2019
2. R.P. Mohanty & S.G. Deshmukh, Supply Chain Management: Theories and Practices, Biztantra, First Edition, 2005

**II Year MBA - I Semester**

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**(BA24EPE309) ENTERPRISE RESOURCE PLANNING****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide a comprehensive understanding of Enterprise Resource Planning (ERP) systems, including their basic concepts, core modules, implementation lifecycle, maintenance processes, and insights into leading ERP products and their impact on enterprise applications.

**COURSE OUTCOMES:**

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

- CO 1:** Recall and explain the foundational concepts of ERP systems.
- CO 2:** Apply ERP technologies to analyze and improve business decision-making and operational efficiency
- CO 3:** Demonstrate a comprehensive understanding and practical application of core ERP modules such as Finance, Accounting, Manufacturing, Sales, HR, and Material Management.
- CO 4:** Manage and optimize the operation and maintenance of ERP systems to ensure seamless integration and enhance business performance.
- CO 5:** Identify and describe leading ERP products like SAP, Oracle AG, Oracle Corporation, Microsoft Dynamics, PeopleSoft, and Baan, and their impact on enterprises.

**COURSE CONTENT****UNIT I:****(12 periods)**

**Introduction to ERP:** Overview of ERP, MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business Process Re-engineering (BPR), MIS, Executive Information System, Decision Supporting System (DSS).

**UNIT II:****(13 periods)**

**Business Intelligence Systems:** Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP).

**UNIT III:****(12 periods)**

**ERP Modules:** Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems- Plant Maintenance System, Material Management System, Quality Management System.

**UNIT IV:****(13 periods)**

**ERP Implementation:** ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project Management, ERP operation and Maintenance.

**UNIT V:****(10 periods)**

**ERP Products:** SAP, Oracle, AG, Oracle Corporation, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

**Total periods: 60****TEXT BOOKS:**

1. Leon, Enterprise Resource Planning, Tata McGraw Hill Education, 2nd Edition, 2008.
2. Sadruddin.A., Enterprise Resource Planning: Concepts and Practice, S. Chand Publishing, 2014.

**REFERENCES:**

1. Enterprise Resource Systems, Motiwala, Pearson.
2. Enterprise Resource Planning, Alexis Leon, TMH.
3. ERP in practice, Jagan Nathan Vaman, Tata Mc.Graw Hill.
4. Enterprise Resource Planning and MIS, Venugopal Rao, Excel.
5. ERP concepts & Practice, Vinod Kumar Kard arid NK VenkataKristean, PHI.
6. Concepts in ERP, Monk, 2/e Thomson.
7. Managerial Issues of ERP, David L.Olson , TMH.

**II Year MBA - I Semester**

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**(BA24EPE310) INVESTMENT AND PORTFOLIO MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide an overview of stock markets, explain the concept and process of investment, and discuss fundamental and technical analysis under security analysis.
- It imparts knowledge on estimating and measuring risk and return and explains the valuation of different securities. Additionally, it describes the portfolio management process.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

**COURSE OUTCOMES:**

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

- CO 1:** Describe investment concepts, types, alternatives, and explain the risk-return relationship to support informed decision-making.
- CO 2:** Apply fundamental and technical analysis techniques to evaluate investments effectively.
- CO 3:** Calculate and interpret risk and return metrics such as expected return, standard deviation, variance, and beta for investment assessment.
- CO 4:** Explain the structure of financial markets, stock exchanges, relevant regulations, and valuation methods for various securities.
- CO 5:** Illustrate the portfolio management process and apply modern portfolio theories and models, including Markowitz, Sharpe, and CAPM, for investment optimization.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Investment:** Financial and economic meaning of Investment, Characteristics and objectives of Investment, Types of Investment, Investment alternatives, Choice and Evaluation, Risk and return concepts.

**UNIT II:****(12 periods)**

**Fundamental Analysis & Technical Analysis:** Framework of Fundamental analysis, Economic analysis, Industry Analysis-Industry Life cycle, Company analysis, Fundamental Analysis Vs Technical Analysis, Dow Theory.

**UNIT III:****(13 periods)**

**Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period, Calculation of expected return, Risk factors, risk classification, systematic risk, unsystematic risk, standard deviation, variance, Beta.

**UNIT IV:****(12 periods)**

**Valuation of Securities:** Financial Market, Segments, Types, Participants in financial Market, Regulatory Environment, Primary Market, Stock exchanges in India, BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges, Types of Securities - Approaches of valuation, Bond valuation, Preference share Valuation, Common stock Valuation. Introduction to Fintech tools used for valuation and analytics.

**UNIT V:**

**(10 periods)**

**Portfolio Management:** Process of Portfolio Management, Modern Portfolio, Portfolio models, Markowitz model, Sharpe single index model, Capital Asset Pricing Models.

**Total periods: 60**

**TEXT BOOKS:**

1. Chandra, Prasanna, Security Analysis and Portfolio Management, McGraw Hill Education, 5th Edition – 2017.
2. Bhalla, V.K., Investment Analysis and Portfolio Management, S. Chand Publishing, 19th Revised Edition, 2013.

**REFERENCES:**

1. Investment Analysis and portfolio management, Chandra, Tata McGraw Hill.
2. Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.
3. Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
4. Security analysis and portfolio management, Avadani, Himalaya publishers.
5. Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
6. Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai.

**ONLINE RESOURCES:**

1. [https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)
2. <https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf>
3. [https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA7002.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7002.pdf)
4. <https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>

**II Year MBA - I Semester**

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**(BA24EPE311) PERFORMANCE MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide a comprehensive understanding of performance management, including appraisal systems, mentoring, coaching, counseling, and reward mechanisms, with an emphasis on enhancing individual and organizational performance through structured evaluation and development practices.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concepts and distinctions of performance management, performance appraisal, and human resource management, including 720-degree appraisal.
- CO 2:** Apply mentoring and monitoring techniques to enhance individual and group performance in organizations.
- CO 3:** Implement effective coaching and counseling strategies for employee performance improvement.
- CO 4:** Design and evaluate performance appraisal systems, including MBO, 360-degree feedback, and balanced scorecards for performance and potential assessment.
- CO 5:** Analyze the principles of a learning organization and design competitive compensation and fringe benefit structures aligned with performance outcomes.

**COURSE CONTENT****UNIT I:****(12 periods)**

**Introduction to Performance Management:** Concept, Performance management vs. performance appraisal, Performance management vs. Human resource management, Purposes, Significance. The concept of 720 Degree performance appraisal.

**UNIT II:****(13 periods)**

**Mentoring and Monitoring:** Concept of mentoring, Benefits of mentoring, Characteristics of mentor- Mentoring Process-Group mentoring, Benefits, Types of Group Mentoring, Pitfalls Monitoring performance.

**UNIT III:****(10 periods)**

**Coaching and counseling:** Coaching for performance improvement, Concept, Tips for effective coaching Counseling, Functions of counseling, Steps in counseling process.

**UNIT IV:****(13 periods)**

**Annual Stock taking:** Stock taking of performance, Uses, Appraisal system design, Process and approaches, Appraisal methods, MBO and Assessment centre, 360-degree appraisal, Balanced score card. Stock taking of potential, Appraisal for reward, Appraisal for recognition.

**UNIT V:****(12 periods)**

**Learning organization:** Concept of learning organization- Learning approaches, Learning sources, Importance of learning, Characteristics of learning organization, Reward and compensation Management, Concept and types of compensation, Objectives, Competitive compensation design, Fringe benefits, Objectives, Factors influencing fringe benefits, Types of fringe benefits.

**Total periods: 60**

**TEXT BOOKS:**

1. Sunil Chopra & Peter Meindl, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, Seventh Edition, 2019
2. R.P. Mohanty & S.G. Deshmukh, Supply Chain Management: Theories and Practices, Biztantra, First Edition, 2005

**REFERENCES:**

1. Performance Management, Bagchi, Cengage Learnings.
2. Performance Appraisal and Management, Sharma, Davinder, HPH.
3. Performance Management, Herman, Aguinis, Pearson Education.
4. Performance Management and Appraisal Systems, T.V. Rao, Response.
5. Performance management, Kandula, PHI.
6. 360 Degree Feedback and Assessment and Development Centres, T.V. Rao, Excel.
7. Performance Management, Dinesh k. Srivatsava, Excel.

**II Year MBA - I Semester**

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**(BA24EPE312) RURAL MARKETING****COURSE OBJECTIVES:**

The objective of this course is to:

- Give an understanding about the structure of rural markets in India & Government role in promoting rural management.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the key concepts of rural marketing, including its scope, consumer behavior, and differences between rural, semi-urban, and urban markets.
- CO 2:** Learn various rural marketing strategies, including product, pricing, distribution, and traditional sales methods like Beoparis and APMC's.
- CO 3:** Analyze the role of government and agencies in supporting agricultural marketing through cooperative societies, public distribution, and other initiatives.
- CO 4:** Understand agricultural credit policies, institutional agreements, and the significance of crop insurance in rural economies.
- CO 5:** Explore the role of IT in rural marketing, with a focus on modern techniques and case studies like ITC's "e-choupal" initiative.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Rural Marketing:** Meaning, scope, definition, & importance, Rural versus Urban., mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.

**UNIT II:****(13 Periods)**

**Rural Marketing Strategies:** Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis and Arahatis Rural Mandi's, APMC's etc.

**UNIT III:****(12 Periods)**

**Role of Government in the Development of Agricultural Marketing :** Government intervention in Marketing system, Role of agencies like ,Council of State Agricultural Marketing Boards, (COSAMB),State trading, Cooperative Marketing ,Types of Cooperative marketing societies, Cooperative Processing ,National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC), Public Distribution Systems (PDS), Food Corporation of India, Directors of Marketing and Inspection (DMI), National institute of Agricultural Marketing (NIAM), Self-help Groups SHG's.

**UNIT IV:****(13 Periods)**

**Agricultural Credit and Crop Insurance:** Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.

**UNIT V:****(10 Periods)**

**Role of IT in Rural Marketing:** Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's "e-choupal" Initiative.

**Total periods: 60**

**TEXT BOOKS:**

1. C. S. G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, Second Edition, 2011
2. Pradeep Kashyap, Rural Marketing, Pearson Education, Third Edition, 2016

**REFERENCES:**

1. Rural Marketing in India – K.S. Habeb Rahman, Himalaya Publishers.
2. Rural Marketing in India – R.V. Bedi, Himalaya Publishers.
3. Rural Marketing- Focus on agricultural inputs, Sukhpal singh, Vikas Publishing house.

**ONLINE RESOURCES:**

1. <https://nptel.ac.in/courses/110/105/110105121>
2. <https://scholar.google.com/scholar?q=rural+marketing+in+Indi>
3. <https://www.marketing91.com/rural-marketing/>
4. <https://www.yourarticlelibrary.com/marketing/rural-marketing-marketing-articles/76774>
5. <https://economictimes.indiatimes.com/topic/Rural-marketing>

**II Year MBA - I Semester**

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**(BA24EPE313) ADVERTISING AND SALES PROMOTION MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide students with detailed knowledge of some of the marketing mixes such as Sales and Promotion.

**COURSE OUTCOMES:**

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

- CO 1:** Understand how to structure and manage an advertising agency to meet client and market demands.
- CO 2:** Determine appropriate advertising budget allocations to maximize campaign effectiveness.
- CO 3:** Develop and implement advertising and promotion strategies that drive sales growth.
- CO 4:** Carry out the responsibilities of a public relations officer, fostering positive relationships with stakeholders and the public.
- CO 5:** Understand the scope, methods, and impact of publicity and public relations, and analyze the roles and functions of marketing public relations and public relations officers.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Advertising:** Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.

**UNIT II:****(13 Periods)**

**Organizing for Advertising:** Objectives and functions, Role and functions of advertisement agencies- Advertising agency and services, client agency relationship- Visual layout, art work, production traffic copy.

**UNIT III:****(12 Periods)**

**Advertisement Budgets and Effectiveness:** Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental Designs- Advertising Audit

**UNIT IV:****(13 Periods)**

**Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

**UNIT V:****(10 Periods)**

**Publicity and Public Relations:** Scope and importance. Methods of publicity, Power of Publicity, advantages and disadvantages of Publicity, Process of Public relations, Marketing public relations functions; Public relations officer, role and functions.

**Total Periods: 60**

**TEXT BOOKS:**

1. Advertising and Sales Promotion Management1. Chunawala, S. A., & Sethia, K. C., Advertising and Sales Promotion Management, Himalaya Publishing House, 1st Edition, 2008
2. Belch, George E., & Belch, Michael A., Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill, 11th Edition,2018

**REFERENCES:**

1. Integrated Advertising, Promotion and Marketing Communications, Clow, Back, Pearson.
2. Integrated Advertising, Promotion and Marketing Communications, Kruti shah, Alon D'Souza, TMH.
3. Advertising Management, Jethwaney, Jain, Oxford.
4. Contemporary Advertising, Arens, TMH.
5. Advertising, Sales and Promotion Management, S.A. Chunawalla, Himalaya.
6. Sengupta, Subroto: Brand Positioning, Strategies for Competitive Advantages, Tata McGraw Hill.

**ONLINE RESOURCES:**

1. [https://www.researchgate.net/publication/256841867\\_Analysing\\_the\\_Effects\\_of\\_Sale\\_s\\_Promotion\\_and\\_Advertising\\_on\\_Consumer%27s\\_Purchase\\_Behaviour](https://www.researchgate.net/publication/256841867_Analysing_the_Effects_of_Sale_s_Promotion_and_Advertising_on_Consumer%27s_Purchase_Behaviour)
2. <https://www.sciencedirect.com/science/article/pii/S0148296311002669>
3. [https://www.researchgate.net/publication/287454818\\_The\\_Impact\\_of\\_Advertising\\_and\\_Sales\\_Promotion\\_on\\_Initial\\_Purchase\\_Addition\\_and\\_Change\\_of\\_Existing\\_GSM\\_Net\\_works\\_by\\_Students\\_in\\_Nigeria](https://www.researchgate.net/publication/287454818_The_Impact_of_Advertising_and_Sales_Promotion_on_Initial_Purchase_Addition_and_Change_of_Existing_GSM_Net_works_by_Students_in_Nigeria)

**II Year MBA - I Semester**

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**(BA24EPE314) AUDITING AND TAXATION****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide foundational knowledge of auditing and income tax, including audit procedures, auditor responsibilities, tax structure in India, and basic concepts of direct, indirect, and GST taxation.

**COURSE OUTCOMES:**

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

- CO 1:** Understand meaning of audit, types and basic principles of Audit. Know the importance of company audit, audit programme and commencement new audit.
- CO 2:** Acquire knowledge on qualifications to appoint auditor, rights, and duties as a company auditor. Prepare company audit report.
- CO 3:** Differentiate direct and indirect taxes, basic concepts of income tax and computational procedure of Income tax.
- CO 4:** Understand meaning of GST, regulatory framework of GST, features and GST rates in India.
- CO 5:** Classify different goods and services falling under various tax slab rates.

**COURSE CONTENT****UNIT I:****(13 periods)**

**Introduction to Auditing:** Definition, objective of Audit, Advantages and limitation of audit, Types of Audit-Basic Principles of governing audit. Vouching, Meaning and significance.

**UNIT II:****(12 periods)**

**Company Audit:** Introduction to Company Audit, Audit programme, Audit note book, working Papers-Commencement of new audit.

**UNIT III:****(10 periods)**

**Auditors Eligibility and Audit Report:** Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor, Preparation of an audit report.

**UNIT IV:****(14 periods)**

**Direct and Indirect Taxes:** Features and History of Income Tax in India, Definitions and Basic Concepts of Income Tax: Assesse, Assessment Year, Previous Year, Person, Residential Status: Meaning of Residential Status, Conditions applicable to an Individual Assesse, Problems on computation of Total Income of an Individual based on Residential Status.

**UNIT V:****(12 periods)**

**Introduction to GST Act:** Meaning and definition of GST-Objectives of GST, Regulatory framework of GST, Scope of GST, Key features and Benefits of GST, GST rates in India.

**Total periods: 60****TEXTBOOKS:**

1. Aruna Jha, Auditing, Taxmann Publications, Fifth Edition, 2016
2. Mehrotra & Goyal, Income Tax: Including GST, Sahitya Bhawan Publications, Sixty-Fifth Edition, 2022

**REFERENCES:**

1. "Taxation Law and Practice"- Gaur & Narang, Kalyani Publishers.
2. "GST Manual"- V.S. Datey, Taxmann.
3. "Principles and Practice of Auditing"- Dinkar Pagare, Sultan Chand & Sons.

## II Year MBA– I Semester

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**(BA24EPE315) DATA VISUALIZATION AND ANALYTICS****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide foundational knowledge of data visualization concepts, techniques, and tools focusing on dashboard design, data exploration, and the effective use of Tableau, Power BI, and Elview.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the fundamental concepts, history, goals, and framework of data visualization.
- CO 2:** Apply principles of dashboard design and explore data discovery, big data lakes, and common pitfalls in data visualization.
- CO 3:** Create and customize various data visualizations using techniques like scatter plots, bar charts, and ggplot2 in R.
- CO 4:** Develop interactive dashboards and visualizations using Tableau, including calculated fields and filters.
- CO 5:** Utilize Power BI and QlikView for creating visual reports, applying insights, and comparing DV tools for informed tool selection.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction:** Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Milestone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization.

**UNIT II:****(12 Periods)**

**Dash Board:** Design principles, Dashboards, SOC Dashboard, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Data visualization.

**UNIT III:****(12 Periods)**

**Data Visualization Techniques & Visualization data:** Creating a Scatter plot, adding regression line to the scatter plot, plotting categories, Labeling the graph, Legend Layouts, creating a facet, theming, creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot 2 package (using qplot), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.

**UNIT IV:****(12 Periods)**

**Data Visualization Tool:** Tableau, getting started with Tableau, creating basic charts, Creating common visualizations. Creating dashboard layouts, using dashboard filters, Creating calculated fields and measures. Using Quick Table calculations.

**UNIT V:****(12 Periods)**

**Data Visualization Tools: Power BI & Qlikview:** Getting started with Power BI-Uploading data to Power BI, Introducing Quick Insights, Introduction to Reports, Introducing Visual Interactions, Decorating the report, Saving their port, Pinning a report, Filtering a report, Introduction to Qlikview, difference between Qlik, Power BI & Tableau.

**Total Periods: 60**

**TEXT BOOKS:**

1. Kieran Healy, Data Visualization: A Practical Introduction, Princeton University Press, First Edition, 2018
2. Seema Acharya, Data Analytics Using Python and R, McGraw Hill Education, First Edition, 2018

**REFERENCES:**

1. Few, S. (2006). Information Dashboard Design: The Effective Visual Communication of Data. O'Reilly Media.
2. Wickham, H. (2016). ggplot2: Elegant Graphics for Data Analysis. Springer.
3. Yau, N. (2013). Data Points: Visualization That Means Something. Wiley.
4. McKinney, W. (2022). Python for Data Analysis: Data Wrangling with Pandas, NumPy, and I Python. O'Reilly.
5. Harrower, M. & Brewer, C. A. (2003). ColorBrewer.org: An Online Tool for Selecting Colour Schemes for Maps. The Cartographic Journal.

**ONLINE RESOURCES:**

1. Tableau Official Documentation: <https://help.tableau.com>
2. Power BI Documentation: <https://learn.microsoft.com/en-us/power-bi/>
3. QlikView Documentation: <https://help.qlik.com>
4. ggplot2 Reference: <https://ggplot2.tidyverse.org>

**II Year MBA - I Semester**

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**(BA24EPE316) KNOWLEDGE MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide the basics of the emerging area of Knowledge Management to students.
- Focuses on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

**COURSE OUTCOMES:**

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

- CO 1:** Define and Explain Key Concepts in Knowledge Management
- CO 2:** Analyze Organizational Knowledge Management Practices
- CO 3:** Identify and Address Roadblocks in Knowledge Management Applications
- CO 4:** Evaluate the Role of Information Technology in Knowledge Management
- CO 5:** Assess the Future of Knowledge Management in Industry.

**COURSE CONTENT****UNIT I:****(10 Periods)**

**Introduction to KM:** Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information, knowledge, Wisdom relationship.

**UNIT II:****(13 Periods)**

**Creating the Culture of Knowledge Sharing:** Basic types of Knowledge management, Organizational Knowledge Management, Organizational knowledge types, Knowledge Life cycle, Organizational knowledge sources, process, Knowledge Conversion from education to industry.

**UNIT III:****(13 Periods)**

**Knowledge Management Application:** Discussion on Roadblocks to success, KM Road Map, Information Architecture: A three-way Balancing Act of KM.

**UNIT IV:****(12 Periods)**

**Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management.

**UNIT V:****(12 Periods)**

**Future of Knowledge Management and Industry Perspective:** Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

**Total Periods: 60****TEXT BOOKS:**

1. Elias M. Awad & Hassan M. Ghaziri, Knowledge Management, Pearson Education, Second Edition, 2007
2. Kimiz Dalkir, Knowledge Management in Theory and Practice, MIT Press, Third Edition, 2017

**REFERENCES:**

1. Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
2. Knowledge Management, Fernando: Pearson.
3. Knowledge Management, B. Rathan Reddy: Himalaya.
4. Knowledge Management, Tapan K Panda: Excel.
5. Knowledge Management systems, Barnes: Cengage.
6. The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.
7. Knowledge Management, Sislop: Oxford University Press.
8. Knowledge Management, Debowski: Wiley Student Edition, Wiley Ind.
9. Knowledge management, A Thothathri Raman, Excel books.

**ONLINE RESOURCES:**

1. [coursera.org/courses? Query=knowledge management](https://www.coursera.org/courses?Query=knowledge+management)
2. [edx.org/learn/knowledge-management](https://www.edx.org/learn/knowledge-management)
3. [udemy.com/topic/knowledge-management](https://www.udemy.com/topic/knowledge-management)
4. [unssc.org/courses/fundamentals-knowledge-management-self-paced](https://www.unssc.org/courses/fundamentals-knowledge-management-self-paced)

## II Year MBA– I Semester

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### (BA24EGE301) BUSINESS ETHICS AND CORPORATE GOVERNANCE

#### COURSE OBJECTIVES:

The objective of this course is to:

- Provide a comprehensive understanding of business and corporate ethics, including ethical decision-making, functional applications, corporate governance, and social responsibility in competitive business environments

#### COURSE OUTCOMES:

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

- CO 1:** Understand concepts of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business
- CO 2:** Recognize the role of ethics in business competition
- CO 3:** Learn and apply ethical aspects in various functional areas in the corporate business.
- CO 4:** Know Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR).
- CO 5:** Classify the stake holders in CSR and correlate CSR with ethical aspects of business

#### COURSE CONTENT

##### UNIT I:

(5 Periods)

**Business Ethics:** Ethics meaning, need, scope, nature, importance, functions, need and purpose of business ethics, approaches to business ethics, source of ethical knowledge for business. Evolution of business ethics, ten popular myths about business ethics, ethical dilemmas, code of conduct in business, some major unethical business practices.

##### UNIT II:

(7 Periods)

**Theories of Ethics:** Ethical approaches, modern decision making, ten amendments, Aristotle theory of Golden mean, theory of consequentialism, Right Albert Carr's theory of business ethics, W.D Ross seven prima facie duties(rules); Concept of Justice – Types of justice; Indian Ethos: Advaita Vedanta (Shankara), Visishtadvaita Philosophy (Ramanuja), Gandhian Ethics, Ethics of Bhagavat githa, Moral standards in Indian Ethics.

##### UNIT III:

(6 Periods)

**Ethical Aspects in Organization:** Ethics issues in marketing and advertisement, Ethical issues in finance and accounting, Ethical issues in HRM, Production and operations management, information technology, Combating frauds, Cybercrime, Whistle blowing., professional ethics and human values, Decision making and types of business companies, Josephson's six Pillars of Character and Business Decision making.

##### UNIT IV:

(7 Periods)

**Corporate Governance:** Purpose-Theories and Philosophies of Corporate Governance, Nature, Characteristics and purpose of corporate governance, Theories of corporate governance, Principles, corporate governance codes and practices. Shareholders-Rights and Protection, issues in corporate governance.

##### UNIT V:

(5 Periods)

**CSR (Corporate Social Responsibility):** Needs, types and nature of social responsibilities, history and evolution of corporate governance in India, Salient features, Structure and Standards of corporate governance in India, Models of corporate governance.

**Total Periods: 30**

**TEXT BOOKS:**

1. A.C. Fernando, Business Ethics and Corporate Governance, Pearson Education, Third Edition, 2019
2. S.K. Bhatia, Business Ethics and Corporate Governance, Deep and Deep Publications, Second Edition, 2004

**REFERENCES:**

1. Perspectives in Business Ethics", Laura PHartman, Tata Mc GrawHill.
2. Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas.
3. BobTricker, Corporate Governance, Oxford.
4. Corporate Governance and Social responsibility, Balachandran, Chandra sekharan, PHI
5. Business Ethics-Concepts and Cases, Weiss, Cengage.
6. Business Ethics, Himalaya, C.S.V. Murthy.
7. Ethical Management, Satish Modh, Mcmillan.

**II Year MBA– I Semester**

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**(BA24EGE302) DESIGN THINKING AND INNOVATION****COURSE OBJECTIVES:**

The objectives of this course are to:

- Empower participants with human-centered problem-solving skills to drive impactful and sustainable solutions.
- This involves cultivating creativity, empathy, collaboration, and user-centric design approaches, leading to innovative products, services, and processes. Ultimately, the goal is to develop solutions that are desirable, feasible, and viable.

**COURSE OUTCOMES:**

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

- CO 1:** Explain the core principles and processes involved in design thinking. (Knowledge & Understanding)
- CO 2:** Apply design thinking techniques to identify and analyse real-world problems. (Application & Analysis)
- CO 3:** Demonstrate creativity and innovative thinking in the development of design solutions. (Synthesis & Creation)
- CO 4:** Develop prototypes to represent conceptual solutions and validate ideas. (Application & Evaluation)
- CO 5:** Evaluate different design thinking methodologies for solving practical problems in various domains. (Evaluation & Critical Thinking)

**COURSE CONTENT****Unit I:****(6 Periods)**

**Introduction to Design Thinking:** Meaning, Definition, Features, Principles, Stages, Benefits of Design thinking. Theories of Design Thinking-Thinking Modes, Problem Solving, Creative Blocks, Tools of Design Thinking: Visualization, Value Chain Analysis, Mind Mapping, Prototype, Assumption Testing.

**Unit II:****(6 Periods)**

**Design Team-Team Formation, Conceptualization:** Visual thinking, Drawing/sketching, new concept thinking, Patents and Intellectual Property, Concept Generation Methodologies, Concept Selection, Concept Testing, Opportunity identification Prototyping: Principles of prototyping, Prototyping technologies, Prototype using simple things, Wooden model, Clay model, 3D printing; Experimenting/testing.

**Unit III:****(6 Periods)**

**Sustainable Product Design:** Ergonomics, Semantics, Entrepreneurship/business ideas, Product Data Specification, establishing target specifications, Setting the final specifications. Design projects for teams.

**Unit IV:****(6 Periods)**

**Innovation Imperatives:** Innovation: what & why? Types of Innovations, Strategic Advantages through innovations, digital disruption and technology evaluation, Innovation adaption, diffusion model, Managing Innovation: Aspects of Innovation Management, models of innovation, Innovation Project Life Cycle, Key Success factors and characteristics of a successful innovation project.

**Unit V:**

**(6 Periods)**

**DT for Strategic Innovations:** Strategic Innovation, Features of Strategic Innovation, Scope of Strategic Innovation, Design Thinking and Strategic Innovation, Practices of Integrating Design Thinking in Strategic Innovation. Disruptive design innovations, case studies

**Total Periods: 30**

**TEXT BOOKS:**

1. Tim Brown, Change by Design: How Design Thinking Creates New Alternatives for Business and Society, Harper Business, First Edition, 2009
2. Jeanne Liedtka & Tim Ogilvie, Designing for Growth: A Design Thinking Tool Kit for Managers, Columbia Business School Publishing, Second Edition, 2011

**REFERENCES:**

1. Ali Jamnia, Introduction to Product Design and Development for Engineers, CRC Press publication, 2018.
2. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, 6th edition, Mc Graw Hill publication, 2016.
3. G. Pahl et. al., Engineering Design-A Systematic Approach 3rd edition, Springer publication, 2007.
4. Kathryn McElroy, Prototyping for Designers Developing the Best Digital and Physical Products, Oreilly publications, 2017.

**II Year MBA– I Semester**

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**(BA24EGE303) PROJECT MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Equip students with the knowledge and skills necessary to plan, analyze, implement, monitor, and evaluate projects effectively, with a focus on project life cycle, risk management, and performance evaluation.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the fundamental concepts of project management and its life cycle.
- CO 2:** Analyze projects using technical, economic, financial, sensitivity, social, and institutional frameworks.
- CO 3:** Design project implementation systems including work breakdown structures and execution plans.
- CO 4:** Evaluate project risks using structured risk management processes and integrated approaches.
- CO 5:** Monitor and control project performance using post-evaluation methods and benefit monitoring systems.

**COURSE CONTENT****UNIT I:****(7 Periods)**

**Project Management:** Meaning of project, project management, nature of projects, project management system, project life cycle, project management process.

**UNIT II:****(7 Periods)**

**Project Analysis:** Types of analysis, technical analysis, economic analysis, financial analysis, sensitivity analysis, social analysis, institutional analysis.

**UNIT III:****(5 Periods)**

**Organizing System and Processor for Project Implementation:** working of system, design of system, project work system design, work break down structure, project execution plan, project Procedure manual.

**UNIT IV:****(5 Periods)**

**Project Risk Management:** Concept to frisk, five stage process in risk management, types of risks, Project risk management, an integrated approach Project risk analysis and management (PRAM).

**UNIT V:****(6 Periods)**

**Monitoring and Control:** Meaning of project monitoring, activities to monitor: project control, the assents of control, post evaluation approach: project benefit monitoring and evaluation, difference between monitoring and evaluation, project benefit monitoring methods: PBM methods-PBM reports, scheduling PBM activities, project completion, impact evaluation.

**Total Periods: 30****TEXT BOOKS:**

1. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, And Controlling, Wiley, Twelfth Edition, 2017
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, McGraw Hill Education, Ninth Edition, 2019

**REFERENCES:**

1. Project management: jackgido, pennastate university, edition2007.
2. Project management: s. chowdary publishers, copyrights 1998, by mc graw hill education pvt ltd.
3. Project management: jeffiek. pinto, Indian edition, published by dorling Kindersley india pvt ltd 2009.
4. Project planning scheduling & control: jamesp. lewis, tatamc graw hil leducation pvt ltd. Third edition 2009

## II Year MBA– I Semester

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**(BA24ESC301) BUSINESS SIMULATION LAB****COURSE OBJECTIVES:**

The objective of this course is to:

- Equip students with foundational skills in Microsoft Excel, enabling them to efficiently manage and analyze data through customization, formatting, basic formulas, and data visualization tools.

**COURSE OUTCOMES:**

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

- CO 1:** Analyze the data to draw inference for decision making
- CO 2:** Understand the application of statistical measures of central tendency.
- CO 3:** Understand the theoretical foundations of various probability distributions, including binomial, Poisson, exponential, Weibull, and normal distributions.
- CO 4:** Simulate data following specific distributions using SPSS.
- CO 5:** Understand the application of SPSS- Data entry and analysis.

**LIST OF EXERCISES****UNIT I:**

**Gathering the Data (Using Online/Offline):** Create questioner of Marketing/HR/revenant management stream, gathering primary data, entering online survey data into excel, sorting and filtering the required shape, Colleting and entering the secondary data (Financial data/ balance sheets/stock data/ mutual fund data/Insurance Data)

**UNIT II:**

**Statistical Analysis (Using Excel / SPSS / R-studio Open-Source Online tools):** Formulation of Hypothesis, Statistical Calculation of Unit Variable, Bi Variable, Multi variable, interpretation of the result.

**UNIT III:**

**Visualization of Data (Using Excel/Power Bi/ Tableau Public/Other Open Source Visualization tools):** Introduction Charts, Rules for Creating Charts, Labels, Title of the chart, Axis of the chart, Quick Layout, switch to row to column, changing the data, different type's charts.

**UNIT IV:**

**Database Creation:** Data base creation in HR, Finance & Marketing, and Creating Sales Database, filtering the data, create models using marketing data, Creating HR Data base, create model for HR data, Calculations of NPV, IRR.

**UNIT V:**

**Introduction to MS- Access & SPSS:** Overview of MS Access, getting started, tables, primary key, over view ribbon, creating data base. Overview of SPSS, Data entry and analysis, main features of SPSS Packages

**TEXT BOOKS:**

1. John Stroman, Business Dynamics: Systems Thinking and Modeling for A Complex World, McGraw Hill Education, First Edition, 2000
2. Alok Kumar Rai, Business Simulation: A Management Perspective, Himalaya Publishing House, First Edition, 2013

**REFERENCES:**

1. David Whigham "Business Data Analysis Using Excel" Oxford University Press.
2. Winstion "Excel 2010 Data Analysis and Business Modelling" PHI Learning Private Limited.
3. Bajpai "Business Statistics" Pearson.
4. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel Books.
5. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
6. Bruce Bower man, Business Statistics in Practice, TMH.
7. Shelly, MS Office, 2007, Cengage.

**II Year MBA– I Semester**

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**(BA24EPW301) EXPERIENTIAL LEARNING PROJECT**

**COURSE DESCRIPTION:** The Experiential Learning Project is a capstone course that enables MBA students to integrate management knowledge with practical application by addressing real-world business and societal challenges. Working individually or in small groups, students will identify and define a relevant problem or opportunity, conduct systematic research through literature review, data collection, and analysis, and apply appropriate management tools, frameworks, and methodologies. Emphasis is placed on conceptualizing, designing, and developing innovative, feasible, and sustainable solutions supported by critical inquiry, ethical reasoning, and professional judgment. Students will document their findings and learning outcomes in a professional report and may complement it with a final product such as a research paper, case study, short film, or multimedia presentation. The project culminates in a formal oral defense before an evaluation panel, thereby enhancing research skills, problem-solving ability, leadership, teamwork, and effective communication.

**COURSE OBJECTIVES:**

The objectives of this course are to:

- Develop a comprehensive understanding of project identification, planning, and execution by integrating management knowledge, research insights, and contemporary business practices.
- Equip students with the ability to design, analyze, and implement innovative business solutions through systematic research, application of management tools and techniques, project and financial planning, leadership, and effective individual and team participation.
- Foster ethical reasoning, social and environmental responsibility, and a lifelong learning mindset by engaging students in experiential project work that addresses organizational and societal challenges.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to:

- CO 1:** Create innovative business solutions to solve complex managerial and societal problems by applying appropriate tools, techniques, standards, codes, policies, regulations, and the latest developments.
- CO 2:** Evaluate organizational, societal, health, safety, environmental, sustainability, economic, and project management considerations in developing and implementing business solutions.
- CO 3:** Demonstrate effective individual contribution, teamwork, leadership, and professional communication in written, oral, and multimedia forms while developing and executing projects.

**II Year MBA– II Semester**

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**(BA24EPC401) STRATEGIC MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Enable students have a grasp of various business strategies in general and functional management areas.
- Provide a strategic orientation in conduct of the business.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concept of Strategic management and concepts of competence.
- CO 2:** Analysis different strategic models and organizational learning experience curve.
- CO 3:** Create awareness on how to formulate different strategies at top, middle, functional levels
- CO 4:** Obtain strategy implementation, analytical and evaluating skills about various strategies.
- CO 5:** Understand on establishing strategic control at national and international context.

**COURSE CONTENT****UNIT I: (12 Periods)**

**Introduction- Concepts in Strategic Management:** Strategic Management as a process, developing a strategic vision, Mission, Objectives, Policies, Factors that shape a company's strategy, Environmental Scanning, Concepts of Core Competence, Crafting a strategy for competitive advantage. Introduction to Blue Ocean Strategy, Disruptive Innovation, and Agile Strategy.

**UNIT II: (12 Periods)**

**Strategic Analysis and Choice:** Tools and techniques, Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix, Market Life Cycle Model and Organizational Learning, and the Experience Curve. Data-Driven Strategy: Role of Big Data and Predictive Analytics in strategic analysis.

**UNIT III: (11 Periods)**

**Strategy Formulation:** Formulation of strategy at corporate, business and functional levels. Strategy Alternatives- Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

**UNIT IV: (12 Periods)**

**Strategy Implementation:** Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy, Planning systems for implementation.

**UNIT V: (13 Periods)**

**Strategy Evaluation and Control:** Establishing strategic controls, Role of the strategist benchmarking to evaluate performance, strategic information systems, Guidelines for proper control, Strategic surveillance, strategic audit, Strategy and Corporate Evaluation and feedback in the Indian and international context. Strategy Evaluation in Indian and Global Companies, Best Practices. Sustainability, ESG metrics, and Strategic Evaluation.

**Total Periods: 60**

**TEXT BOOKS:**

1. A. Thompson, A.J. Strickland & John E. Gamble, *Crafting and Executing Strategy: The Quest for Competitive Advantage*, McGraw Hill Education, Twenty-First Edition, 2019
2. Azhar Kazmi, *Strategic Management and Business Policy*, McGraw Hill Education, Fourth Edition, 2015

**REFERENCES:**

1. *Strategic Management Concepts and Cases*, Fred. R David, PHI.
2. *Strategic Management*, Hill, Ireland, manikutty, Cengage.
3. *Concepts in Strategic Management and Business Policy*, Wheelen & Hunger, Pearson Education.
4. *Strategic Management – Text and Cases*, V.S.P. Rao, Excel.
5. *Strategic Management – Theory and Application*, Habergerg, Rieple, oxford.
6. *Strategic Management*, P. Subba Rao, Himalaya.
7. *Business policy and strategic management*, Sukul Lomash, P.K. Mishra, Vik.

**ONLINE RESOURCES:**

1. <https://scholar.google.com/scholar?q=strategic+management>
2. <https://www.researchgate.net/search?q=strategic%20management>
3. <https://www.sciencedirect.com/search?q= strategic%20management>
4. <https://journals.sagepub.com> (search: "strategic management")
5. <https://www.ssrn.com/index.cfm/en/> (search: "strategic management")
6. <https://www.emerald.com/insight/search?q=strategic+management>

## II Year MBA– II Semester

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### (BA24EPE401) DATA COMMUNICATION AND NETWORK ANALYSIS

#### COURSE OBJECTIVES:

The objectives of this course are to:

- Provide students with a comprehensive understanding of data communication principles, network structures, protocol layers.
- Provide students with a comprehensive understanding of security concepts essential for analyzing and designing network systems.

#### COURSE OUTCOMES:

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

- CO 1:** Understand the structure of computer networks, OSI reference model, physical layer functions, and basic transmission techniques including switching and error correction
- CO 2:** Analyze data link and network layer protocols including error handling, sliding window protocols, virtual circuits, and routing algorithms.
- CO 3:** Explain the roles of the transport and session layers in addressing, flow control, crash recovery, and session management in internetworks.
- CO 4:** Gain knowledge of presentation layer responsibilities including network security, data encryption, authentication, and file transfer protocols.
- CO 5:** Understand application layer services, ISDN functionality, and TCP/IP fundamentals including internetworking concepts and distributed systems.

#### COURSE CONTENT

##### UNIT I:

**(12 Periods)**

**Introduction:** General structure of Networks, ISO, OSI Reference Model. Hierarchical Network, connectivity analysis, delay analysis, local access Network design. Physical layer: transmission and multiplexing, digital transmission, circuit switching packet switching, terminal handling, error correction and error correcting codes.

##### UNIT II:

**(12 Periods)**

**Data-link Layer:** simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams centralize hierarchical and broad casting algorithms.

##### UNIT III:

**(12 Periods)**

**Transportation Layer and Session Layer:** transport service, addressing and connection establishment, flow control and buffering, synchronization, crash recovery gateway, internet Work fragmentation, session layer.

##### UNIT IV:

**(12 Periods)**

**Presentation Layer:** Network security and privacy, Data encryption, Key distribution authentication and digital signatures, Virtual terminal protocols, File transfer protocols.

##### UNIT V:

**(12 Periods)**

**Application Layer:** distribution systems ISDN, Service & History, TCP/IP and Networking and Internetworking Derives.

**Total Periods: 60**

**TEXT BOOKS:**

1. Behrouz A. Forouzan, Data Communications and Networking, McGraw Hill Education, Fifth Edition, 2017
2. Andrew S. Tanenbaum & David J. Wetherall, Computer Networks, Pearson Education, Fifth Edition, 2011

**REFERENCES:**

1. Data Communication and Computer Networks, Duck & Read, Person.
2. Data Networks, Bertsekas & Gallages, PHI.
3. Computer Communications and Networking Technologies, Michaela. Gallo, Cengage.

**II Year MBA– II Semester**

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**(BA24EPE402) FINANCIAL DERIVATIVES****COURSE OBJECTIVES:**

The objectives of this course are to:

- Make students efficient in the area of Financial Derivatives.
- Giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

**COURSE OUTCOMES:**

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

- CO 1:** Understand meaning, classification of various derivative instruments, including forwards, futures, options, and swaps, and their roles in financial markets.
- CO 2:** Acquire knowledge to analyze the structure and functioning of forward and futures markets, and evaluate their applications in hedging, speculation, and arbitrage.
- CO 3:** Apply pricing models such as the Binomial Model and the Black-Scholes-Merton Model to determine the fair value of options.
- CO 4:** Design and implement basic and advanced option strategies, including spreads, straddles, strangles, and combinations, for various market conditions.
- CO 5:** Assess the mechanics of swaps, including interest rate, currency, and commodity swaps, and evaluate their use in risk management.

**\*Standard discounting and statistical tables are to be allowed in the examinations.**

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Introduction to Derivatives:** Development and Growth of Derivative Markets, Functions of Derivative markets, Types of Derivatives, Participants in Derivatives Markets, Financial Vs Derivative markets, Fundamental linkages between spot & Derivative Markets, Role of Derivatives Market in India, uses and misuses of derivatives.

**UNIT II:****(12 Periods)**

**Future and Forward Market:** Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows, setting a futures position, Initial Margins, types of orders; Hedging Strategies Using futures: Short, Long, Basis Risk, Hedge Ratio. Bull Spreads, Bear Spreads, Butterfly Spreads, Straddles and Strangles, Strips and straps.

**UNIT III:****(13 Periods)**

**Options:** Introduction to Options, Distinguish between Options and Futures, Participants in Options Market, Structure of Options Market, Types of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices, Maximum & Minimum Option Price.

**UNIT IV:****(12 Periods)**

**Options Hedging Strategies:** Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, Combinations, Delta Hedging, Advanced Option strategies: Stock Index options, Currency Options, Interest Rate Options (Theory only).

**UNIT V:**

**(11 Periods)**

**Swaps:** Introduction, Types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Credit Risk in Swaps (Theory only), Equity Swap pricing and valuation of Equity swap, Carbon credit, Weather Derivatives.

**Total periods: 60**

**TEXTBOOKS:**

1. John C. Hull, Options, Futures and Other Derivatives, Pearson Education, Tenth Edition, 2018
2. S.L. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall India, First Edition, 2005

**REFERENCES:**

1. Financial Derivatives and Risk Management, OP Agarwal, HPH.
2. Commodities and Financial Derivatives, Kevin, PHI.
3. Fundamentals of Financial Derivatives, Swain.P. K, HPH.
4. Financial Derivatives, Mishra: Excel.
5. Risk Management & Derivatives, Stulz, Cengage.
6. Derivatives and Risk Management, Jayanth Rama Varma: TMH.
7. Risk Management Insurance and Derivatives, G. Koteshwar: Himalaya.

**ONLINE RESOURCES:**

1. [https://onlinecourses.nptel.ac.in/noc19\\_mg39/preview](https://onlinecourses.nptel.ac.in/noc19_mg39/preview)
2. <https://www.coursera.org/courses?query=derivatives>
3. <https://www.udemy.com/topic/derivatives/?srsltid=AfmBOorWcoth>

**II Year MBA– II Semester**

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**(BA24EPE403) ORGANIZATION DEVELOPMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide the students with the conceptual frame work and the theories underlying Organizational Development.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the core concepts, values, and ethical considerations in Organizational Development (OD).
- CO 2:** Apply foundational OD theories and systems thinking to organizational transformation
- CO 3:** Conduct organizational diagnosis using action research methodology.
- CO 4:** Evaluate and select appropriate OD interventions at the individual, group, and structural levels.
- CO 5:** Analyze consultant roles, political dynamics, and recent trends shaping modern OD practices.

**COURSE CONTENT****UNIT I:****(12 Periods)**

**Organization Development:** Definition, Characteristics, Contributory Stems, Values, Values in Transition, Assumptions and Beliefs in OD, Ethical issues in OD. Global perspectives on OD ethics, Evolution of OD in the Digital Era.

**UNIT II:****(11 Periods)**

**Foundations of OD:** Systems Outlook, Third Wave Management and Organization Transformation. Digital transformation and OD synergy.

**UNIT III:****(13 Periods)**

**Diagnostic Process and Areas of Diagnosis:** Action Research- As a Process and Approach- OD. Appreciative Inquiry as an alternative to Action Research. AI-based organizational diagnostics.

**UNIT IV:****(12 Periods)**

**Interventions Classification:** Team Interventions, Intergroup Interventions- Third party peacemaking intervention, Structural Interventions, Comprehensive Interventions and Training Experience, Other Interventions, T-Groups, Behavior Modelling, Life and Career Planning. Design Thinking in OD interventions.

**UNIT V:****(12 Periods)**

**Consultant Issues:** System Ramifications, Power politics in OD, Recent trends of OD-gig economy and remote work cultures. OD in the era of Artificial Intelligence and Automation. The rise of Internal Consultants and OD Capabilities.

**Total Periods: 60**

**TEXT BOOKS:**

1. Donald R. Brown & Donald Harvey, An Experiential Approach to Organization Development, Pearson Education, Eighth Edition, 2011
2. T.V. Rao, Future of HRD: Approaches to Organization Development, McGraw Hill Education, First Edition, 2016

**REFERENCES:**

1. Organization Change and Development, Kavita Singh: Excel.
2. Organization Development, Daniel Robey& Steven Actman, Macmillan.
3. Organisation Development Change, Cummins & Worley, Thomson/ Cengage.
4. Organisation Development Interventions & Strategics, S. Ramnarayan, T. v Rao & kuldeep singh, Response.

**II Year MBA– II Semester**

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**( BA24EPE404) SERVICES MARKETING****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide a deeper insight into the marketing management of companies offering services as product.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the concept of services marketing and services in modern economy
- CO 2:** Analysis consumer behavior and consumer responses in services marketing
- CO 3:** Create awareness in foundation of Pricing and pricing strategies for services
- CO 4:** Evaluate Customer relation management and services market segmentation and strategies.
- CO 5:** Apply marketing plan for services, resource allocation and review marketing strategy formulation.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Understanding Services Marketing:** Introduction, Characteristics of services marketing mix, services in the modern economy, Classification of services, marketing services Vs. Physical services.

**UNIT II:****(12 Periods)**

**Customer Expectations on Services:** Service expectations, types of expectations, Factors influencing customer expectation of services, Issues in involving customers service expectations, Customer defined service standards - Service Costs experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight.

**UNIT III:****(11 Periods)**

**Pricing and Service Promotion:** Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice. The role of marketing communication Implication for communication strategies, marketing communication mix.

**UNIT IV:****(12 Periods)**

**Customer Relationship Marketing and Services Market Segmentation:** Customer Relationship marketing: Meaning, Importance, & Benefits of customer relationship, retention strategies. Services Market Segmentation: Market segmentation, Basis & Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing.

**UNIT V:****(12 Periods)**

**Marketing Plans for Services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.

**Total Periods: 60**

**TEXT BOOKS:**

1. Valarie A. Zeithaml, Mary Jo Bitner & Dwayne D. Gremler, Services Marketing: Integrating Customer Focus Across the Firm, McGraw-Hill, 8th Edition, 2022
2. Christopher Lovelock & Jochen Wirtz, Services Marketing: People, Technology, Strategy, Pearson, 8th Edition, 2016

**REFERENCES:**

1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
2. Services Marketing – Concepts planning and implementation, Bhattacharjee, excel,2009.
3. Services Marketing, Srinivasan, PHI.

**ONLINE RESOURCES:**

1. <https://www.marketing91.com/service-marketing/>
2. <https://www.marketing91.com/customer-delight/>
3. <https://www.marketing91.com/marketing-communication/>
4. <https://www.marketing91.com/customer-relationship-marketing/>

**II Year MBA - II Semester**

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**(BA24EPE405) CORPORATE INFORMATION MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Equip learners with a comprehensive understanding of Information Technology management.
- Equip learners with a comprehensive understanding of strategic planning, enterprise extension, governance models, service alignment, outsourcing, risk management, project management.
- Understanding of the role of technology in innovation and corporate operations

**COURSE OUTCOMES:**

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

- CO 1:** Analyze business environments using IT planning and strategic tools to identify technological opportunities and risks.
- CO 2:** Evaluate enterprise extension methods through innovation, collaboration, and hybrid governance and business models.
- CO 3:** Align IT with business goals by managing infrastructure, IT services, and internetworking implications.
- CO 4:** Assess and manage IT outsourcing strategies, risks, relationships, and IT governance structures.
- CO 5:** Apply project management tools effectively while understanding the role of R&D and innovation in technological and creative development.

**COURSE CONTENT****UNIT I:****(11 Periods)**

**IT Planning and Strategy Tools:** Strategy analysis, environment analysis, conducting strategy Audit, Assessing opportunities and risks, Company, technology analysis, Industry, technology analysis Trajectories of technology.

**UNIT II:****(12 Periods)**

**Extending the Enterprise:** Organizing for innovation, Collaboration, understanding business networks: differentiation interdependence and ownership, designing hybrid governance models, Building collaborative community, emerging network business models.

**UNIT III:****(14 Periods)**

**IT Alignments:** Building the case for IT, leveraging infrastructure and creating Options-Components of internetworking infrastructures, Rise of internetworking, business implications, Managing IT services: Availability facilities-uninterruptible power, Delivery-climate control, security, New service models.

**UNIT IV:****(10 Periods)**

**IT Out Sourcing-Managing Risk Through Incremental Out Sourcing:** Outsourcing advantages and disadvantages, Outsourcing Opportunities-Managing relationships without sourcing agencies, Coordination and control of IT: Development stages of IT in organizing-Nolan's' model, Distributed data processing, Centralization vs decentralization, drivers toward user dominance, Drivers towards Centralized policy, Coordination and location IT policy.

**UNIT V: (13 Periods)**

**Project Management:** Project categories, Project management: stage in project, planning and controlling tools, Problems, towards effective project management, Technology and innovation: Understanding technological developments, Technology cycles, Creative idea generation, Employee creativity, R&D, Role in technology development.

**Total Periods: 60**

**TEXT BOOKS:**

1. Jawadekar Waman S., Management Information Systems: Text and Cases, McGraw Hill Education, Fifth Edition, 2017
2. Ralph M. Stair & George W. Reynolds, Principles of Information Systems, Cengage Learning, Thirteenth Edition, 2019

**REFERENCES:**

1. Sanjiva Shankar Dubey, IT strategy and Management, PHI.
2. Parag Kulkarni IT strategy for Business, Oxford.
3. V.K. Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
4. C.K. Prahlad, The New Age of Innovation. MH.

**II Year MBA - II Semester**

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**(BA24EPE406) GLOBAL HUMAN RESOURCE MANAGEMENT****COURSE OBJECTIVES:**

The objectives of this course are to:

- Provide students with an in-depth understanding of Global Human Resource Management (GHRM), focusing on its expanding role, challenges, cultural dimensions, and international HR practices.
- Equip students with the knowledge and skills required to manage human resources in a global context.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the basic concepts and significance of Global Human Resource Management.
- CO 2:** Identify and analyze cross-cultural differences and their impact on global human resource practices.
- CO 3:** Understand global staffing approaches and their application in international human resource.
- CO 4:** Explain the strategies and challenges of global training and development in a multicultural workforce.
- CO 5:** Analyze the practices and challenges of managing people in a global business environment.

**COURSE CONTENT****UNIT I:****(13 periods)**

**Global Human Resource Management:** concept, expanding role, Global issues and challenges, Differences between Domestic HRM and GHRM.

**UNIT II:****(12 periods)**

**Social and Cultural Variables in Global Organizations:** Cross Cultural Differences – Cross Cultural Research Methodologies, Hofstede's Hermes Study, Cultural Issues.

**UNIT III:****(13 periods)**

**Global staffing and Compensation Practices:** Nature, Sources, Policies – Human Resource Planning–Recruitment and Selection for global Assignment, Selection Process-Expatriate and Repatriate. Compensation International Compensation structure, Differentiating HCN'S, PCN`S and TCN`S.

**UNIT IV:****(12 periods)**

**Appraisal and Training & Development in the global perspective:** Programmes and Agencies–Performance Appraisal system, T- training and development need, cross cultural training, Areas of international training and development.

**UNIT V:****(10 periods)**

**Global Industrial Relations and People Management:** Trade Unions, Collective bargaining, Disputes /Conflicts, Quality Circles and Participative Management. USA–European Countries, Asian Countries and Middle East, Hybrid structure in GHRM-advantages, Challenges.

**Total periods: 60**

**TEXT BOOKS:**

1. P. Subba Rao, International Human Resource Management, Himalaya Publishing House, 4th Edition, 2010
2. Aswathappa, K. & Dash, S., International Human Resource Management, McGraw Hill Education, 2nd Edition, 2013

**REFERENCES:**

1. International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
2. Internal Human Resource Management, Rapol, Excel.
3. International Human Resource Management, Subba Rao P, Himalaya.
4. International Dimensions of Organizational Behavior, Adler N.J, Kent.

**II Year MBA– II Semester**

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**(BA24EPE407) INTERNATIONAL FINANCIAL MANAGEMENT****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide a comprehensive understanding of international financial management, focusing on foreign exchange markets, risk management, and cross-border investment decisions.
- Equips students with tools to analyze financial challenges faced by multinational corporations and to expose them to different sources of International financing.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the fundamentals and scope of International Financial Management.
- CO 2:** Explain the structure, functions, and operations of the foreign exchange market.
- CO 3:** Analyze and manage foreign exchange exposure and risk using appropriate hedging techniques
- CO 4:** Evaluate cross-border investment decisions considering risk and capital budgeting methods.
- CO 5:** Understand financing and working capital management strategies used by multinational corporations.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**Introduction to International Financial management:** Meaning, Difference between FM & IFM, Nature and Scope, Importance, Role of International Financial Manager.

**UNIT II:****(12 Periods)**

**Foreign Exchange Market:** Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations.

**UNIT III:****(13 Periods)**

**Management of Foreign Exchange Exposure and Risk:** Nature of exposure and risk, Exchange rate and interest rate volatility, Foreign exchange and risk, Types of exposure, Economic exposure, Transaction exposure, Operating exposure.

**UNIT IV:****(12 Periods)**

**Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions.

**UNIT V:****(10 Periods)**

**Financing Decisions of MNC`s & Working Capital Management:** Introduction, the cost of capital, capital structure, Cash management, management of receivables, Inventory management.

**Total Periods: 60****TEXT BOOKS:**

1. P.G. Apte, International Financial Management, McGraw Hill Education, Eighth Edition, 2017
2. Cheol S. Eun & Bruce G. Resnick, International Financial Management, McGraw Hill Education, Ninth Edition, 2017

**REFERENCES:**

1. International Finance, Prakash. G. Apte, TMH.
2. International Financial Management, M.K. Rastogi.
3. International Financial Management, S. EunChoel and Risnick Bruce: TMH.
4. International Financial Management, MachiRaju, HPH.
5. International finance management, Jeff Madura, Cengage.
6. International Financial Management, Sharan, 5th Edition, PHI.
7. International Financial Management, V. A Avadhani, Himalaya.

**ONLINE RESOURCES:**

1. [https://online-degree.swayam.gov.in/dyp20\\_d02\\_s3\\_fm04/preview](https://online-degree.swayam.gov.in/dyp20_d02_s3_fm04/preview)
2. <https://www.iimb.ac.in/InternationalFinacialManagement>
3. <https://nptel.ac.in/InternationalFinaincialManagement>

**II Year MBA - II Semester**

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**(BA24EPE408) INTERNATIONAL MARKETING****COURSE OBJECTIVES:**

The objective of this course is to:

- Provide students with a perspective of International Marketing Management, its environment and complexities.

**COURSE OUTCOMES:**

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

- CO 1:** Understand the scope, significance, and challenges of international marketing in contrast to domestic marketing.
- CO 2:** Analyze and evaluate various international market entry strategies, including those adopted by Indian firms
- CO 3:** Apply concepts of international product management, including product positioning, life cycle, and cultural considerations.
- CO 4:** Examine international marketing channels and distribution strategies, including physical distribution, advertising, and branding.
- CO 5:** Demonstrate knowledge of export marketing processes, including policies, pricing, documentation, and export incentives in India.

**COURSE CONTENT****UNIT I:****(13 Periods)**

**International Marketing:** Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing, Challenges in International Marketing.

**UNIT II:****(12 Periods)**

**International Market Entry Strategies:** Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

**UNIT III:****(13 Periods)**

**International Product Management:** International product positioning, International Product Life Cycle, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

**UNIT IV:****(12 Periods)**

**International Marketing Channels:** Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

**UNIT V:****(10 Periods)**

**Export Marketing:** Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**Total Periods: 60**

**TEXT BOOKS:**

1. Philip R. Cateora, Mary C. Gilly & John L. Graham, International Marketing, McGraw Hill Education, Seventeenth Edition, 2019
2. Sak Onkvist & John J. Shaw, International Marketing: Strategy and Theory, Routledge, Fifth Edition, 2008

**REFERENCES:**

1. International Marketing Analysis and Strategy, Sak Onkvisit, John J. Shaw, PHI.
2. International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
3. International Marketing, Vasudeva PK, excel.
4. Global Marketing, Management, Lee, Carter, Oxford.
5. International Marketing and Export management, Albaum, Pearson Education.
6. Global Marketing, Johansson, TMH.

**ONLINE RESOURCES:**

1. <https://sproutsocial.com/insights/international-marketing-guide/>
2. <https://www.gartner.com/en/digital-markets/insights/international-expansion-strategy>
3. <https://phrase.com/blog/posts/international-marketing/>
4. [https://en.wikipedia.org/wiki/Global\\_marketing](https://en.wikipedia.org/wiki/Global_marketing)
5. <https://en.wikipedia.org/wiki/Glocalization>
6. <https://www.designity.com/blog/the-best-practices-for-international-marketing-campaigns/>

**II Year MBA – II Semester**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**(BA24EPW401) PROJECT WORK**

**COURSE DESCRIPTION:** This capstone course provides students with the opportunity to conceptualize, design, and execute a comprehensive project, either research-oriented or application-oriented, relevant to their discipline or interdisciplinary areas. Students will identify a project topic, perform a critical literature survey, and gather preliminary data. They will evaluate feasibility through time, cost, and resource analysis, select suitable tools and methodologies, and carry out detailed design, analysis, and implementation. The project emphasizes creating solutions to real-world problems, supported by ethical, sustainable, and professional considerations. The outcomes are documented in a thesis and defended through a formal presentation before an evaluation committee.

**COURSE OBJECTIVES:**

The objectives of this course are to:

- Develop a thorough understanding of project identification, planning, and execution by integrating domain knowledge, research insights, and emerging trends in professional practice.
- Equip students with the ability to design, develop, and implement project-based solutions through systematic analysis, application of modern tools and techniques, project and financial management, leadership, and effective individual and team participation.
- Foster professional ethics, societal and environmental responsibility, and a lifelong learning mindset by engaging students in real-world project work that addresses contemporary challenges and community needs.

**COURSE OUTCOMES:**

On successful completion of the course, the students will be able to:

- CO 1:** Develop discipline-specific or interdisciplinary solutions to complex problems by applying appropriate tools, techniques, standards, codes, policies, regulations, and the latest developments.
- CO 2:** Evaluate societal, health, safety, environmental, sustainability, economic, and project management considerations in developing and executing project solutions.
- CO 3:** Demonstrate effective individual contribution, teamwork, leadership, and professional communication in written, oral, and multimedia forms while developing and executing projects.