

MBA Semester-I
(w.e.f 2023-24)

Sl. No.	Course Code	Title of the Course	Category of the Course	CIE (%)	SEE (%)	Credit Units
1	23MBCC101	Management & Organizational Behaviour	Core Course	50	50	4
2	23MBCC102	Business Economics	Core Course	50	50	4
3	23MBCC103	Statistics for Managers	Core Course	50	50	4
4	23MBCC104	Financial Reporting, Statements and Analysis	Core Course	50	50	4
5	23MBSEC105	Business Communication & Report Writing	Skill Enhancement Course	50	50	4
6	23MBOE106	Universal Values and Sustainability	Open Elective	50	50	4
Total Credits						24

Course Title: Management & Organizational Behaviour

Course Code	23MBCC101	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives:

- i. To understand theories and models of Management and OB.
- ii. To classify and differentiate between various methods of problem solving.
- iii. To compile an adept framework for solving the problems at the workplace.
- iv. To acquaint the students with industry relevant skill sets.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Gain practical experience in the field of Management and Organizational Behaviour
CO2	Acquire conceptual knowledge of management, various functions of Management and theories in OB.
CO3	Comprehend and apply management and behavioural models to relate attitude, perception and personality.
CO4	Analyse the recent trends in Management and OB models.
CO5	Acquire skills to become good team player

Course Contents

Module 1:

08 Hours

Management: Meaning, Functions, Objectives, Differences between Administration and Management, Levels of Management, 14 principles of management, Managerial roles, History of Management, Recent trends in Management.

Module 2:

10 Hours

Planning: Importance, Process, Types of Plans, Planning tools and techniques.

Organising: Meaning, Types of Organisation structures, Controlling: Meaning, Importance, Steps in the control process.

Module 3:

10 Hours

Organisational Behaviour: Introduction, Meaning, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations

Module 4:**10 Hours**

Behavioural Dynamics: MARS Model of individual behaviour and performance, Personality in Organisation, Perception: Meaning, Model of Perceptual process. Emotions in work place, Types of emotions, Attitudes and Behaviour, Work-related stress and its management. Motivation, Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.

Module 5:**12 Hours**

Teams: Advantages of Teams, Stages of Team Development. Power, Meaning, Sources, and Contingencies of Power.

Organization Culture: Meaning, Elements of Organisational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change,

Reference Books

1. MGMT, Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour, Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014.
5. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
6. Organizational Behaviour, Fred Luthans, 12/e, McGraw Hill International, 2011.

Skill Development Activities Suggested

1. Visit an Organisation and note the various functions discharged in a day.
2. Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
3. Develop questions, interact with people in the Organisation and try to observe personality traits.
4. Meet any Leader / Chairperson / Dean and observe the Management of various departments and record the changes in administrative pattern.

Course Title: Business Economics

Course Code	23MBCC102	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- i. To understand and implement the microeconomic theories of demand and supply for managerial decision-making.
- ii. To examine a firm's production, cost, and revenue function and analyze the break-even point.
- iii. To identify the market structure and firm's pricing strategies for profit maximization.
- iv. To examine the impact of various macro-economic variables on business decisions and future planning.
- v. To appraise the theories of international trade policies for global business.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the concepts and theories of demand and supply.
CO2	Implement the production, cost, and revenue function in profit making of the business.
CO3	Differentiate competitive market structures for the price-output determination.
CO4	Examine macroeconomic concepts of National income, inflation, exchange rate, and the business cycle.
CO5	Appraise the international trade theories from the global business perspective.

Course Content:

Module 1: Demand & Supply Analysis

10 Hours

Demand Analysis-determinants of demand, Law of demand, Elasticity of demand, types degrees and measures of elasticity , Demand forecasting. Supply analysis- determinants of supply, Law of supply; Market equilibrium.

Skill sets: Analytical skills

Module 2: Theory of Production, Cost & Revenue Analysis

10 Hours

Production function, Law of variable proportions, Isoquant and Isocost, Laws of returns to scale; Cost analysis: Cost and revenue concepts, cost-output and revenue function- Short Run & Long Run; Breakeven analysis- BEP (problems).

Skill sets: Problem solving

Module 3: Market Equilibrium Analysis

10 Hours

Types and features of markets: Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Short run and Long run equilibrium of firms in different market structures; Collusive and Non-collusive oligopoly, Game theory; Nash equilibrium.

Skill Sets: Create effective data visualisation

Module4: Macro-Economic concepts

10 Hours

National Income, & methods of estimation; Inflation-types & effects; Exchange Rate fixed and flexible, causes and effects of fluctuations.

Skill Sets: Communication skills

Module 5: International economics concepts

10 Hours

Basis of International Trade- Absolute Advantage, Comparative Advantage, and H-O theory. Free trade Vs Protection, Trade policies- Tariff & Customs union

Skill Sets: Critical thinking

Basic Texts:

- V.K. Xavier, Begum S., Banu S.C. (2023). Economics for Business, Magi's publications.
- Maheshwari, Y. (2013). Managerial Economics, Third edition, Prentice Hall India Learning Private Limited.

References Books

1. Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.
2. Carr, C. (2020). *Global oligopoly: A key idea for business and society*. Routledge.
3. Alam, G. M., Parvin, M., and Roslan, S. (2020). Growth of private university business following "oligopoly" and "SME" approaches: an impact on the concept of university and on society. *Society and Business Review*.
4. Salvatore, D., and Rastogi, S.K. (2020). Managerial Economics: Principles and Worldwide Applications. Ninth edition, Oxford University Press;
5. Krishna, T. V., Reddy, D. M., and Rajendar, M. (2020, July). A study on exclusion based measure of core inflation for India. In *AIP Conference Proceedings* (Vol. 2246, No. 1, p. 020093). AIP Publishing LLC.
6. Samuelson, W. F., & Marks, S. G. (2008). *Managerial economics*. John Wiley & Sons.
7. Mithani D. M, (2016). Managerial Economics, Himalaya Publishing House, Mumbai.
8. Joel Dean. (2016). Managerial Economics, Prentice Hall.
9. Pindick R.S. and Rubinfeld. (2016). Managerial Economics, Prentice hall, New Jersey. Samuelson and Nordhaus. (2018). Microeconomics, 19th Edition, MacGrawHill.
10. Pindick R.S. and Rubinfeld. (2016). Microeconomics, Prentice hall, New Jersey.

Course Title: Statistics for Managers

Course Code	23MBCC103	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To train students to discriminate various data collection & sampling techniques
- To familiarise the students with applying data visualisation and condensation concepts.
- To train the students in applying descriptive statistical techniques.
- To train the students to compare two systems and correlate them.
- To familiarise the students with creating the hypothesis and solving them.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Discriminate various data collection & sampling techniques
CO2	Apply data visualisation and condensation techniques
CO3	Discriminate various measures of central tendencies
CO4	Assess business situations by measuring association between the two systems
CO5	Construct the hypotheses enabling data-driven decisions

Course Contents

Module 1: Data collection & Sampling technique

10 Hours

Need of statistics in Management, Scope, characteristics, limitations and misuse of statistics, Population & sample, Sampling Techniques, Probability & Non-Probability Sampling, sample size. Primary and secondary data, sources of data, advantages and disadvantages, APA's style of references, effective presentation and ethics, scale of measurement, Questionnaire design and survey techniques, Univariate and Bivariate frequency distribution.

Module 2: Data condensation & visualization

08 Hours

Tabulation, Graphical representation of data - stem & leaf display, line graphs, bar chart, Multiple bar chart, Subdivided chart, Sector graph.

Module 3: Descriptive Statistics

12 Hours

Arithmetic mean, Corrected mean, combined mean, missing frequency numerical and miscellaneous numerical, Averages of position: Median, Quartiles, Deciles, Percentiles, Mode, Absolute and relative measures of dispersion, Box and Whisker plots, Skewness, Kurtosis, Range, co-efficient of range, mean absolute deviation, Quartile deviation, co-efficient of quartile deviation, Standard deviation, co-efficient of variation.

Module 4: Measures of Association

10 Hours

Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's rank correlation (with and without repeated ranks), Business prediction models, simple linear regression. Concepts of multiple regression, Industrial practice of regression models.

Module 5: Hypothesis Testing

10 Hours

Parametric and non-parametric tests, null & alternate hypothesis, level of significance and confidence, type I and type II errors, General procedure of hypothesis testing, framing hypothesis, Z – test, student's t – distribution, Chi – square test, ANOVA (One Way)

Basic Texts

1. Anderson, Sweeny & Williams (2018) Statistics for Business & Economics, Revised 13th edition, Cengage Learning
2. Black Ken, Business Statistics for Contemporary Decision making, 9th edition, Wiley

Reference Books

1. Levin & Rubin (1998), Statistics for Management, 7th edition, Pearson
2. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods (Book Only). Cengage Learning.
3. Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. Oxford university press.

Course Title: Financial Reporting, Statements and Analysis

Course Code	23MBCC104	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives:

- i. Introducing the learners to understand accounting concepts and conventions
- ii. Equip the learners to comprehend accounting process
- iii. Enabling the learners to construct the accounting statements
- iv. Endowing the learners to Interpret Profit and loss statement and Balance Sheet of Companies
- v. Enabling the learners to compare the financial position of a company using common size and comparative approaches

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Discuss the conceptual framework of accounting
CO 2	Demonstrate the Accounting cycle and process
CO 3	Prepare the financial statements as per regulations
CO 4	Appraise the financial statements using ratios
CO 5	Compare and test the financial position of companies using common size and comparative approaches

Course Contents:

Module 1: Introduction to Accounting:

10 Hours

Meaning of account, accounting -types. Conceptual framework of Financial Accounting, concept, objectives, advantages and limitations. Users of accounting statements, terminology, accounting concepts, and conventions. **Introduction to Indian GAAP, Ind AS and IFRS.***

Module 2: Accounting Cycle:

12 Hours

Accounting process: Golden rules of accounts, Books of Accounts, Journal, Ledger & preparation of trial balance. **Bank reconciliation statement***

Module 3: Financial Statements:

10 Hours

Financial Statements: Preparation of Statement of Profit and Loss and Balance sheet, Treatment of Adjustments: Outstanding expenses, Treatment of closing stock, prepaid expense, tax provision, dividend and reserves, **Reading real company annual reports*** - Schedule III of Companies Act, 2013.

Model 4: Ratio analysis:**10 Hours**

Introduction to ratios: concept, advantages, limitations. Types of ratios: liquidity, solvency, activity, profitability and market test ratios. Simple problems with analysis.

Module 5: Financial Statement analysis:**08 Hours**

Analysis of Statement of P&L and Balance sheet through common size, trend and comparative statements.
Understanding published Annual reports*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

1. Narayanaswamy, R. (2018). Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
2. Anthony, Robert. (2019), Accounting text and cases. (13th ed.). New Delhi: Tata McGraw-Hill Publications.
- 3. Reference Books**
4. Robert Libby, Patricia Libby, Frank Hodge. (2019), Financial Accounting. (13th ed.). New Delhi: McGraw-Hill India.
5. Arora.R.K. (2018), Financial Accounting: Fundamentals, Analysis and Reporting. (1st ed.). New Delhi: Wiley India Pvt Ltd.
6. Carl Warren, James M. Reeve, Jonathan Duchac.(2018), Accounting. (5th ed.). New Delhi: Cengage Learning India Pvt. Ltd.
7. Bhattacharya, A.B. (2016). Financial accounting for business managers. (4th ed.). New Delhi: Prentice Hall of India.
8. Kakani Ramchandran. (2017), How to Analyze Financial Statements. (2nd ed.). Delhi: Tata McGraw-Hill Publications.
9. Horngren, Charles.T. (2012), Introduction to Financial Accounting. (9th ed.). India: Pearson's Education
10. Maheshwari, S.N, Suneel K Maheshwari, Sharad K Maheshwari. (2018), Financial Accounting. (6th ed.). New Delhi: Vikas Publishing House.
11. Krishna G. Palepu , Paul M. Healy (2015), Business Analysis and Valuation: Using Financial Statements, (5th ed.), Cengage Publications.
12. Bagavathi, P. R. (2016). Management Accounting (4th ed.).New Delhi: S. Chand Publishing.
13. Weugandt, Kimmel, Kieso (2016), Accounting Principles. (12th ed.). New Delhi: Wiley Publishers.

Other reading material

1. William .J.Bruns (2004), Introduction to Accounting Records, Harvard Business School Publications, pp. 1- 8.
2. V.G. Narayanan & Suraj Srinivasan (2018), Financial Analysis Simulation- Data Detective by from Harvard Business Publishing.
3. B.R.Rao(2016), Strategic Analysis – A Case Study on Indian Telecom Industry, Management Accountant, pp.31-36
4. Rohit Bansal (2015), A Comparative Analysis of the Financial performances of selected Indian IT Companies, IUP Journal of Accounting Research, Vol.14, No.4, pp.43-60.

Course Title: Business Communication and Report Writing

Course Code	23MBSEC105	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives:

- i. Examine the importance of effective communication in business
- ii. Formulate effective business meetings & negotiation skills
- iii. Develop effective reading, writing, speaking and listening and presentation skills to communicate effectively using the LSRW (Listening, Speaking, Reading and Writing) framework of communication
- iv. Assess the significance of managing crisis through effective communication
- v. Organize and formulate a report

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Examine and employ the components of communication, major verbal, nonverbal barriers to communication and examine the importance of effective communication in business
CO2	Demonstrate the skills of verbal, non-verbal & LSRW framework
CO3	Develop varied applications report writing & business letters
CO4	Appraise the importance of business meetings & negotiation
CO5	Develop presentation skills, communication & social network

Course Content:

Module1: Foundations of Business Communication

10 hours

Meaning & Definition, Role, Importance of communication in management, Communication Process – Characteristics of successful communication, Communication structure in organization, Barriers to communication, Ethical issues in communication. Skill sets; Basics of communication

Module 2: Verbal & Non Verbal Communication

10 hours

Verbal communication: Meaning & definition, classification.

Non verbal communication meaning & classification. Body Movement, Physical Appearance, Voice Qualities, Time, Touch, Space and Territory

Skills and Speaking Skills

- a) **Reading Skills:** Effective Reading Skills, Types of Reading and their uses
- b) **Listening Skills:** Definition, Types of Listening, Barriers to listening, Causes and Effects of Poor Listening,
- c) **Oral: Meaning, definition, modes, Interview process & types.**
- d) **Corporate Etiquette**
Skill sets: Interpersonal Communication-Oral, Non-Verbal, Business Etiquette, Reading Skills, Listening

Module 3: Business letters & Report writing

12 hours

Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation – Writing Bios & Resumes.

Skill sets: Business letters & Report writing skills

Module 4: Business meeting & Negotiation

08 hours

Group Communication: Business Meetings – Planning meetings – objectives, participants – timing – venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & minutes

Crisis Communication, Communication and negotiation. Skill sets; Meetings & Negotiation

Module 5: Presentation skills , Social network & Communication network

10 Hours

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations, Advanced Visual Support for managers, just a minute presentation, Workshop- Jam, Feedback and overcoming Glass phobia (Planning &Preparing)

Social network: Linked In, X (Twitter), WhatsApp, Telegram

Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing. Skill set; Communication network, presentation and social network.

Basic Texts

1. Ober, S., Newman, A. (2017). Communicating in Business. 8th Edition. Cengage Learning.

Reference Books

1. Lesikar, V.R., Flatley, M. (2017). Business Communication- Making connections in the digital world. 11th Edition. Tata McGraw Hill Publications.
2. Bovee, L.C., Thill, J. (2018). Business Communication Today. 14th Edition. Pearson Education.
3. Dr. Sapna M.S. (2020). CORPORATE COMMUNICATION: Trends and Features. Notion press, Chennai, Tamil Nadu-600004
4. Naik, D.S. (2015). Business Communication-A Practical Approach, 1st Edition. Biztantra Publishers.

Other reading material

1. [MYEnglishPages.Com](http://myenglishpages.com). (2022). Learn English Online, [Learn English - Grammar, Vocabulary, Speaking, Exercises, Lessons. \(myenglishpages.com\)](http://myenglishpages.com), Accessed on 26 April 2022.
2. Marcusevans Lingurama.(n/d). [marcus evans Linguarama](http://marcus-evans-linguarama.com), accessed on 26 April 2022
3. Harward Business Review.(n/d). O'Hara, C. (2014). How to Improve Your Business Writing. <http://hbr.org/2014/11/how-to-improve-your-business-writing>, Accessed on 25 March 2022

Course Title: Universal Values and Sustainability

Course Code	23MBOE106	Total Marks	100
Semester	01	CIE	50
Credits	04	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives:

- I. Explain the cause-and-effect relationship of individual actions on a business
- II. Discuss examine ethical dilemmas in order to understand the management practices in the context of Indian Management
- III. Demonstrate the ethical theories in management decision making and its application for sustainable business practices
- IV. Apprise CSR activities and CSR compliance requirements as per Companies Act 2013
- V. Propose specialized and localized sustainable development measures.

Course Outcomes:

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

CO 1	Explain how Indian culture contributes to leadership and management and demonstrate the influence of ethos on work culture
CO 2	Examine Ethical Dilemmas and ethical decision-making in organizations
CO 3	Assess a company's degree of social responsibility, its economic value, and its environmental impact
CO4	Apprise Corporate Governance practices of organizations
CO5	Develop projects on rural sustainable development

Course Contents:

Module 1: Indian Ethos, Work Ethos and Culture

08 Hours

Foundational Concepts of Indian Ethos; Differences between Ethics and Ethos; management lessons from Mahabharata, and Kautilya's Arthasasthra and its implications in Indian organisations; Work ethos and values for Indian managers; **Personal ethics**; Differences between Indian culture, Western culture and Japanese culture; Indian models of ethics.

Skill Set: Critical thinking Logic and reasoning

Module 2: Business Ethics in Management

10 Hours

Theories of Ethics-Utilitarianism, Aristotle Virtue ethics, Teleological approach, Deontological Approach, Kohlberg's 6 stages of moral development; Ethics in Finance, HR, Marketing & IT, Definition and nature of business ethics; need and benefit of business ethics; ethical principles in business; Ethical dilemma in organizations; ethical decision making, reasoning, and resolution process; ethical culture in organizations; Code of ethics and conduct.

Module 3:**12 Hours**

Management of stress using methods rooted in Indian ethos; leadership changing scenario from karta in a joint family to managers today, contemporary approaches to leadership. Leadership qualities, skills required for kartas, decision making. Karma – importance for managers, Laws of Karma, advantages and disadvantages.

Module 4: Corporate Social Responsibility**10 Hours**

Definition of CSR Globally, nature, scope, objectives, evolution of CSR across the Globe, models of CSR, Concept of Charity, Corporate philanthropy, CSR-an overlapping concept, Difference between CSR and Sustainability, best practices of CSR, challenges and implementation. Triple Bottom Line (TBL), ESG: Application, Sustainability indexes and reporting, *Best practices of CSR**, *Terminology in business ethics – Moonlighting, Insider trading, Glass Ceiling etc., surrogates advertising, green mail, whistle blowing IOCL Case study, Corporate Scandals,*

Skill Set: Forward planning and strategic thinking, commercial awareness

Module 5: Foundations and Perspectives of Sustainable Development**10 Hours**

Introduction to Sustainable Development: evolution of SD perspectives (MDGs AND SDGs) over the years. Brundtland Commission and outcome; UN summits (Rio summit, etc.) and outcome. Fundamentals of ecology - types of ecosystems & interrelationships, factors influencing sustainability of ecosystems, ecosystem restoration - developmental needs. Introduction to sustainability & its factors, requirements for sustainability. - Sustainability and development indicators and SDGs, UN's outlook of sustainable development and efforts, UN SDGs - structure, governance and partnerships; communities / society: ensuring resilience and primary needs in society. Analytical frameworks in sustainability studies. Metrics for mapping and measuring sustainable development. Sustainability and rural culture & tradition; road to achieving sustainable development goals - bridging conflicts and way forward.

Skill Set: Forward planning and strategic thinking, commercial awareness

Basic Text:

1. Gopalaswamy (2019). A Guide to Corporate Governance, New Age International (P) Ltd.
2. Prabhakaran Paleri (2019). Corporate Social Responsibility: Concept, Cases and Trends. Cengage Learning India Pvt. Ltd
3. Gosh, B. N (2017). Business Ethics and Corporate Governance,
4. Silvius, G. (2017). *Sustainability in Project Management*.
5. Fernando, A. C (Latest edition), Business Ethics and Corporate Governance,
6. Prasan, P. B (2017), Ethics and the conduct of business,
7. Jyotsna, G. B., and Joshi, R. C (2019). Business Ethics and Corporate Governance,
8. Cherunilam, F. (2021). Business environment. Himalaya Publishing House Pvt. Ltd.
9. Laura Hartman and Abha Chatterjee (2017). Perspectives in Business Ethics. McGraw Hill Education

Reference books:

1. Robert A.G. Monks (2011). Corporate governance, John Wiley and Sons
2. Mark S. Schwartz (2011). Corporate Social Responsibility: An Ethical Approach. Broadview Press Ltd
3. Francis Cherunilam (2017). Business and Government', Himalaya Publications House
4. T N Srinivasan (2011). Growth, Sustainability, and India's Economic. Oxford University Press
5. Ahmedabad Management Association (AMA), "Ancient Indian Wisdom for Self-Development", Ahmedabad, 1995.
6. Céline Louché (2010). Innovative CSR: From Risk Management to Value Creation. Routledge.
7. Sanjay K Agarwal (2008). Corporate Social Responsibility in India. SAGE Publications Pvt. Ltd
8. V. Balachandran (2011). Corporate Governance, Ethics and Social Responsibility. PHI; 2nd edition.
9. Baxi C. V & Rupamanjari Sinha Ray (2012). 'Corporate Social Responsibility: A Study of CSR Practices in Indian Industry', Vikas Publishing House.
10. Jitatananda Swami (1992), Indian Ethos for Modern Management, New Delhi
11. S.K. Chakraborty H (2014). Human values and ethics. Himalaya Publishing House

E–References:

- https://www.slideshare.net/manjuz_99/ethical-theories-175054251
- <https://www.scribd.com/document/373908653/Business-Ethics-121020060511-Phpapp01>
- <https://educationaltechnology.net/stages-of-moral-development-lawrence-kohlberg/>
- https://www.academia.edu/2535098/Dharma_in_the_Mahabharata_Values_for_Management_and_Leadership1
- <http://jnuprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Operation%20Management/Sem%20IV/Indian%20Ethos%20and%20Management/Indian%20Ethos%20and%20Management.pdf>
- <http://www.yourarticlelibrary.com/business/values-business/impact-of-values-on-business/99539>
- <https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>

Semester-II

Sl. No.	CourseCode	TitleoftheCourse	L:T:P	Categoryofthe Course	CIE (%)	SEE (%)	Credit Units
1	23MBCC201	Business Law and Corporate Governance	4:0:0	CoreCourse	50	50	4
2	23MCMD5202*	FinanceforManagers	3:0:2	DisciplineHard Core	50	50	4
3	23MBDSE203*	Marketing Management	3:0:2	DisciplineHard Core	50	50	4
4	23MBDSE204*	Employee Behavior and Human Resource Practices	4:0:0	DisciplineHard Core	50	50	4
5	23MCMSE205*	Business Research Methods	4:0:0	Skill Enhancement Course	50	50	4
6	23MBSEC206	Computer Applicationfor Business	2:0:4	Skill Enhancement Course	50	50	4
TotalCredits							24

Course Title: Business Law and Corporate Governance

Course Code	23MBCC201	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Examine the legal framework and structure prevailing in the Indian Business environment
- 2) Utilize the Mercantile laws in the Indian context which is imperative for successful operations of companies in India
- 3) Outline the fundamentals of Company law in company formation
- 4) Examine the related Business Laws and their applications in Business operations
- 5) Understand corporate governance, its structure, practices and regulation.

Course Outcomes

CO1	Employ the knowledge of law of contracts, Sale of Goods Act in business transactions
CO2	Outline provisions of Company law to ensure compliance with the Companies Act
CO3	Examine the laws pertaining to Competition, Consumer and IPR in Business Operations
CO4	Assess Business strategies to ensure compliance with legal requirements of the laws of Agency and Partnership and Negotiable Instruments Act
CO5	Employ knowledge of Corporate Governance provisions to ensure compliance

Course Content:**Module 1: Mercantile Law****10 Hrs**

The Indian Contract Act, 1972: Origin, Scope and Applicability of Business Law. General nature & definition of Contract, offer, acceptance, and Capacity of Parties. Essential elements of a valid contract, Breach of contract and Remedies for breach of contract.

Module 2: Labour Laws**10 Hrs**

ESI Act, Provident fund Act. Employees Compensation Act. Gratuity Act. The knowledge such law is practically essential by all factories, mines, plantations and all establishments where 10 or more persons are employed. Students have lot of employment opportunities, even private services can be provided

Module 3: The Indian Partnership Act, 1932 and LLP 2008.**10 Hrs**

The Indian Partnership Act, 1932: General Nature of Partnership, Rights and duties of partners, Registration and dissolution of a firm.

The Limited Liability Partnership Act, (LLP) 2008: Introduction-Covering nature and scope, Essential features, characteristics of LLP, Incorporation and differences between LLP & partnership of 1932.

Module 4: The Companies Act, 2013**10 Hrs**

The Companies Act, 2013: Essential features of Company, Corporate veil theory, Classes of Companies, types of share capital, incorporation of company, Memorandum of Association, Articles of Association, Doctrine of Indoor Management.

Module 5: Economic Legislations and Corporate Governance**10 Hrs**

Economic Legislations and Corporate Governance: The Objects and features of the Consumer Protection Act 1986, Foreign Exchange Management Act 1999, Information Technology Act 2000, Competition Act 2002, Intellectual Property Rights, Copy Rights, Patent Rights and Trade Marks.

Meaning of evolution of corporate Governance and role of capital market and Government.

Note:- If new legislations are enacted in place of the existing legislations, the syllabus would include the corresponding provisions of such new legislations with effect from dates notified by the institute.

Basic Texts:

1. N.D., K. N. (2020). Elements of Mercantile Law, N.D. Kapoor, 38th e, 2020. Sultan Chand & Sons.
2. Shukla, M. (2007). A Manual of Mercantile Law. S. Chand Limited.
3. Singh, A. (n.d.). Company Law (15th Revised edition). Eastern Book Co.
4. Kuchhal, M. C. K. V. (2013). Business Law, 6th Edition. Vikas.
5. Laws, Business. (2023). The Indian Contract Act, 1872 Sudhir Sachdeva: Business Laws Made Easy. Sudhir Sachdeva.
6. Clarkson, K. W., & Miller, R. L. (2019). Business Law: Text and Cases (MindTap Course List) (15th ed.). Cengage Learning.

Reference Books:

1. Singh, A. G. & (2020). Legal Aspects of Business. Independently published.
2. Taxman's Business Laws (CA-Foundation) (Thoroughly Revised 3rd Edition January 2020).
3. Liuzzo, A., & Hughes, R. C. (2021). Essentials of Business Law. McGraw-Hill Education.

Course Title: Finance for Managers

Course Code	23MCMD5202*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Discuss the theories and practices of corporate finance
- 2) Utilize relevant tools for financial decision making
- 3) Explain the factors determining financing decision
- 4) Identify the appropriate long-term investment decision
- 5) Develop working capital management strategies

Course Outcomes

CO1	Examine the theories and practices of contemporary corporate finance
CO2	Apply Time value concepts in financial decision making
CO3	Appraise the tools and analytical techniques of long-term investment decision
CO4	Evaluate the financing decisions based on cost of capital
CO5	Estimate working capital management requirements and dividend decisions

Course Contents:

Module 1: Introduction to Financial Management

8 Hrs

Financial Management, financial goals, financial decisions of firms. Profit vs wealth maximization, objectives and functions of financial management. Role of CFO, Treasurer & Controller, sources of finance and Indian financial structure.

Module 2: Time Value of Money

8 Hrs

Introduction to time value of money, future and present value of a single sum, future and present value of an annuity, present value of a perpetuity, Intra-year compounding and discounting, deferred Annuity, growing annuity, perpetuity, growing perpetuity. EMI and loan amortization schedule, Simple Problems. Application problems using Microsoft Excel.

Module 3: Long Term Investment Decisions:

12 Hrs

Capital Budgeting – importance and process – Techniques of evaluating projects- Traditional and modern methods, Payback period and discounted payback period, accounting rate of return. Net present value, Internal rate of return, Profitability Index. Qualitative considerations. Application problems using Microsoft Excel.

Model 4: Financing Decisions:

14 Hrs

Financing alternatives – Equity, preferences, Debentures. Capital Structure-Theories of Capital structure*, Cost of capital, Specific cost of capital-Cost of equity, Debt and preference shares, Weighted average cost of capital. Leverages-Operating, Financial and Combined leverage. Problems on Specific costs of capital, WACC and Leverages

Module 5: Working Capital Management and dividend decisions:

8 Hrs

Overview of working capital management, factors influencing working capital management, Working capital estimation, operating cycle and cash cycle. Emerging

trends in working capital management across industries. Dividend decisions, Factors influencing dividend decisions, types of dividends.

Basic Texts

1. Chandra, P. (2020). Fundamentals of financial management | (7th ed.). McGraw-Hill Education.
2. Damodaran. (2007). Corporate finance theory and practice, 2nd ed. John Wiley & Sons.
3. I.M., P. (2015). Financial management (11th ed.). Vikas Publishing House.

Reference Books

1. Brealey, R.A., Myers, S.C., & Allen, F. (2019). Principles of corporate finance.
2. Chandra, P. (2019). Financial management: Theory and practice, 10e. McGraw-Hill Education.
3. Khan, M.Y., & Jain, P.K. (2018). Financial management: Text, problems and cases, 8e. McGraw-Hill Education.
4. Kishore, R.M. (2009). Financial management-Problems & solutions 2nd ed.
5. Pandey, I. M., & Bhatt, R. (2020). A casebook in financial management | (4th ed.). McGraw-Hill Education.

Other reading material

1. Capital structure: Meaning, concept, importance and factors | Accounting. (2015, October 26). Your Article Library. <https://www.yourarticlelibrary.com/financial-management/capital-structure/capital-structure-meaning-concept-importance-and-factors-accounting/65150>
2. Capital structure: Meaning, factors, types, importance. (2020, March 30). BYJUS. <https://byjus.com/commerce/capital-structure/>
3. Corporate Finance Institute. (2020, March 25). Cost of capital. <https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/>
4. Corporate finance. (n.d.). Investopedia. <https://www.investopedia.com/corporate-finance-4689819>
5. Dividend policy. (2016, June 13). Business Jargons. <https://businessjargons.com/dividend-policy.html>
6. Dividend policy. (2020, March 7). The Investors Book. <https://theinvestorsbook.com/dividend-policy.html>
7. Financial intelligence test. (2020, June 11). Finance training balances sheet income & cash flow statements. <https://www.business-literacy.com/bli-products-services/financial-intelligence-assessments/>
8. Financial management quiz: Objectives and functions! (2020, December 16). ProProfs. <https://www.proprofs.com/quiz-school/story.php?title=introduction-to-financial-management>
9. Time value of money – An overview for MBA students in corporate finance 101. (n.d.). Live Online Private Tutoring for MBAs, CPAs & CFAs: Graduate Tutor. <https://www.graduatetutor.com/corporate-finance-tutoring/time-value-of-money/>
10. Working capital management | Meaning, goals, strategies, policies, etc. (2018, November 17).

[eFinanceManagement.com.https://efinancemanagement.com/working-capital-financing/working-capital-management](https://efinancemanagement.com/working-capital-financing/working-capital-management)

Course Title: Marketing Management

Course Code	23MBDSE203*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Enable the student to understand the concepts of marketing
- 2) Help the student to relate these segmentation, targeting and positioning strategies
- 3) Equip the student to appraise the product and pricing strategies
- 4) Equip the student to appraise the promotion and distribution strategy
- 5) Assist the student to explain the concepts of Long-term customer loyalty management

Course Outcomes (COs):

CO1	Describe the concepts of Marketing
CO2	Relate segmentation, targeting and positioning strategies
CO3	Appraise the product and pricing strategies
CO4	Appraise the promotion and distribution strategy
CO5	Explain the concepts of Long-term customer loyalty management

Course Contents:**Module 1: Understanding Marketing Management****10Hrs**

Importance and Scope of Marketing. Defining Marketing for the new realities. Core concepts of marketing (Concepts of Needs, Wants, Demand) Marketing Environment (Micro & Macro). Effective Marketing Process. Marketing Mix Elements. Factors influencing consumer behavior, Buying Motives, buying decision process.

Module 2: Choosing Value - Segmentation, Targeting and Positioning**10 Hrs**

Identifying Market Segments and Targets – bases for segmenting consumer markets, – Effective Segmentation Criteria, Targeting strategies. Crafting the positioning, Branding – concept of branding & Brand Equity, Competitive strategies for market leader, follower, challenge.

Module -3: Designing Value – product and pricing decision**10 Hrs**

Setting product strategy - product and service characteristics, differentiation. New product development process. Product lifecycle strategies. Service quality Dimension Significance of pricing – selecting the pricing approach (3Cs of pricing strategy), setting the price, Factors influencing pricing, Pricing of Innovative and imitative products.

Module- 4: Delivering and Communicating Value – distribution and communication decisions**10Hr****S**

Designing and managing integrated marketing channels - Channel management decisions(VMS HMS, Role ofChannel Partner), retailing, E -tailing.

Role of Integrated Marketing Communications, developing effective communications (Communication Model). Integrating Promotional Mix elements -advertising, sales promotion, personal selling, direct marketing, events,experiences and public relations

Module -5: Long-term loyalty management

10Hrs

Building customer value, satisfaction and loyalty, Kano's model of customer delight, ConceptofCustomerLifetimeValue, Customer Management - Acquisition, Retention, and developingvalue.

BasicTexts

1. Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2014). Marketing Management –South Asian Perspective. New Delhi, India: Pearson's Education.
2. Kotler, P., Keller, K. L. (2016). Marketing Management. 15th edition. New Delhi, India: Pearsons Education.
3. Buttle, F. (2009). Customer relationship management: Concepts and technology. Sydney: A Butterworth-Heinemann Title, 72.

ReferenceBooks

1. Trout, J., & Ries, A. (2017). Positioning: The Battle for Your Mind. New York, USA: McGraw- Hill
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from traditional to Digital. New Jersey, USA: Wiley & Sons

Other references

1. Goi, C. L. (2009). A review of marketing mix: 4Ps or more. Basic R for Finance Journal of Marketing Studies. Vol 1, No. 1
2. Gronroos, C. (1994). From marketing mix to relationship marketing: Towards paradigm shift in marketing. Management decision
3. Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands (pp. 327). Cambridge, MA: Marketing Science Institute.
4. Ionescu-Somers, A., Steger, U., & Amann, W. (2006). Hindustan Lever (A): Leaping a Millennium. IMD Case Study.
5. Hinterhuber, A., & Liozu, S. (2012). Is it time to rethink your pricing strategy. MIT Sloan management review, 53(4), 69-77.
6. Takeuchi, H., & Nonaka, I. (1986). The new product development game. Harvard business review, 64(1), 137-146.
7. Finne, Å., & Grönroos, C. (2009). Rethinking marketing communication: From integrated marketing communication to relationship communication. Journal of marketing Communications, 15(2-3), 179-195.

Course Title Employee Behaviour and Human Resources Practice

Course code	23MBDSE204	Total marks	100
Semester	II	CIE	50
Credit	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Describe the fundamental concept of employee behaviour and their application on human resources management practice.
- 2) Develop an understanding of various personality types and learning theories and their implication for HR practice.
- 3) Demonstrate the basic HRM practice and its function.
- 4) Understand the implication of Recruitment and Selection.
- 5) Evaluate the training and development and compensation practice.

Course Outcome

CO1	Identify the application of employee behaviour concept in the context of HRM
CO2	Develop the ability to assess the personality and learning style of different individual in an organization and align them with appropriate HR practice
CO3	Outline The Basic of HRM Functions.
CO4	Understand the recruitment and selection.
CO5	Summarize the training and development practice and Compensation practice

Module:I**10Hrs**

Introduction to Employee Behavior: Basics of Employee behavior, Interpersonal Skills, Learning – meaning, Importance of theories of Learning. Applications of Learning theories in organization. Employee health and well-being programs in organization Classical conditioning, social learning and operant

Module:II**10Hrs**

Employee Personality: Basics of Personality, Different types of personality, personality traits, personality assessment, Big five model, MBIT, Person Job Organization fit and its implications on employee career.

Module:III**10Hrs**

Basic HRM – Introduction – Meaning, nature and scope of HRM – Importance and Evolution of the concept of HRM

Job Analysis – Process, Methods of collecting Job analysis data HRP – Process, Importance

Module:IV**10Hrs**

Recruitment&Selection:Recruitment–SourcesofRecruitment,
Selection–BasicsofSelection,processofselectionDifferencebetweenRecruitmentand
Selection. Placement – Induction and Orientation, transfer and promotion.

Module:V**10Hrs**

Training & Development – Process of Training, Training v/s Development. Training Methods. Performance appraisal – Process, Methods of performance appraisal Compensation- Basics of compensation, Methods of compensation

Basic Texts

1. Luthans, F (2018) Organizational Behavior, 12th edition New Delhi: McGraw-Hill Professional
2. Robbins, S. P., Judge. T and Vohra, N (2019). Organizational Behaviour, 16th edition, Pearson Education
3. Dessler, G. and Varkhey, B. (2016) Human Resource Management, India: Pearson India,
4. Nelson. A and Quick. K, (2020). Organizational Behaviour, India Edition, Cengage learning.

Reference Books

1. Greenberg, J and Baron, R (2019) Behaviour in Organisations New Delhi, India: PHI Learning Private Limited.
2. Luthans, F (2018) Organizational Behavior, New Delhi: McGraw-Hill Professional
3. Hellriegel, D and Slocum, J (2018) Organizational Behavior, South Western, CENGAGE Learning
4. Sanghi, S. (2017) Human Resource Management, Vikas Publishing
5. Baker, M. (2010) Cross Cultural Behavior, The Workbook
6. Armstrong, M. (2014) Handbook of Human Resource Management New Delhi, India: Kogan Page.

Course Title: Business Research Methods

Course Code	23MCMSE205*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Familiarise the students in understanding the need of Research.
- 2) Train the students in formulating the research plan.
- 3) Train the students in creating the questionnaire for different research problems.
- 4) Familiarise the students in applying the hypothesis and solving them.

Course Outcomes (COs):

CO1	To make use of various business research approaches, techniques, and strategies in the appropriate business
CO2	To Identify the different qualitative research methods and approaches in formulation of appropriate research design.
CO3	Assess the Business situation using quantitative research
CO4	Construct the hypotheses enabling data driven decisions
CO5	To elaborate the knowledge and understanding and report writing.

Course Contents**Module 1: Business Research****8 Hrs**

An Introduction and need for Business Research, Meaning, Significance, Types of Research, Research Process, Research Application in Business Decisions, Features of Good Research study.

Module 2: Qualitative research methods**12 Hrs**

Research Design (Exploratory, Descriptive, and Causal); Exploratory Research: Meaning, Purpose, Methods- Literature search, experience survey, Focus Groups, and comprehensive case methods. Descriptive Research- Meaning, Types- Cross sectional studies and longitudinal studies. Scale Evaluation- Measurement and scaling Technique – Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale Review of Sampling Methods – Non-Random Sampling Methods (Convenience, Judgement, Quota and Snowball sampling. Sampling and non-sampling errors)

Module 3: Quantitative research methods**8 Hrs**

Need for Qualitative Research, Primary and Secondary Data, Quantitative Research Tools- Questionnaire Design, Secondary Data Sources, Review of Sampling Methods- Random Sampling Methods (Simple Random Sampling, Stratified, Systematic & Cluster sampling).

Module 4: Hypothesis Testing & Case analysis**14 Hrs**

Testing of Hypothesis- Sampling Z Test; Testing of Hypothesis: t-test (Independent and Paired samples), F-Test: ANOVA One-way (only); Chi-Square Test: Non-Parametric tests - Categorical Data (Independence of Attributes), Quantitative Data (Goodness of Fit), Technology

usage for Data Analysis and Hypothesis Testing.

Module 5: Research reporting**8Hrs**

Preparation and presentation of research report- Report writing. Significance of report writing, Layout and Types of reports, a broad sweep of research applications. Guidelines for effective documentation. Role of computer in research.

Basic Texts

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage Learning.
2. Bell, E., Bryman, A., & Harley, B. (2022). Business research methods. Oxford university press.
3. Bajpai, N. (2017). Business Research Methods. Pearson Education

Reference Books

1. Rubin, D. S., & Levin, R. I. (1998). Statistics for management. Pearson.
2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). Statistics for business & economics. Cengage Learning.
3. Black, K. (2019). Business statistics for contemporary decision making. John Wiley & Sons.
4. David Levine, David Stephan, Kathryn Szabat. (2017). Statistics for Managers Using Microsoft Excel. Pearson.

Other reading material

1. <https://1lib.in/book/5533517/99d76a>
2. [https://www.linkedin.com/learning/excel-economic-analysis-and-data-](https://www.linkedin.com/learning/excel-economic-analysis-and-data-analytics/welcome?u=92695330)
3. [analytics/welcome?u=92695330](https://www.linkedin.com/learning/excel-economic-analysis-and-data-analytics/welcome?u=92695330)

Case Radio Mirchi Link:

1. [https://www.emerald.com/insight/content/doi/10.1108/CASE.IIMA.2020.000095/full/pdf?title=radio-](https://www.emerald.com/insight/content/doi/10.1108/CASE.IIMA.2020.000095/full/pdf?title=radio-mirchi-marketing-strategy-for-the-bangalore-market) mirchi-marketing-strategy-for-the-bangalore-market. Article Link: <https://pharmaceutical-journal.com/article/ld/how-to-write-a-research-article-to-submit-for-publication>

2. Convenient Sampling Link:

https://www.researchgate.net/publication/340935263_Non

Probability_Sampling_Survey_Methods**Pilot Study Link:**

1. <https://pilotfeasibilitystudies.biomedcentral.com/articles/10.1186/s40814-019-0411-z>

Case Link: 1.

https://www.researchgate.net/publication/256108428_Writing_for_publication_Case_studies

Project Link: 1.

https://www.researchgate.net/publication/349573214_Format_Content_of_Academic_Research_Project_Report

2. <https://www.worldometers.info/FORREALTIMEDATA>

CourseTitle:COMPUTERAPPLICATIONFORBUSINESS

CourseCode	23MBSEC206	TotalMarks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teachinghours/week	4:0:0	ExamHours	03

CourseObjectives:

1. Identify Computer Concepts terminology and concepts; basic operating system functionality and terminology
2. Apply basic and advanced formatting techniques skills to produce word processing documents, including Letters and Memos, Business Reports, Flyers, Newsletters.
3. Demonstrate basic skills involving spreadsheet functions; create formulas, charts, and graphs; manipulate data; and generate reports including AutoFill, Absolute Cell References, grouping sheets and linking formulas
4. Develop a database; create and format tables, queries, and reports; and enter and modify table data.
5. Develop and deliver business presentations using presentation software; Create presentations using text, visual and/or sound elements; use techniques as slide layout, themes, transitions and animations, charts and tables.

CourseOutcomes(COs):

CO1	Demonstrate basic understanding of computer hardware and software
CO2	To understand the various PC software packages. Apply the skills that focus on word processing software, spreadsheet software, presentation software and database software.
CO3	Demonstrate the ability to manage project from design stages.
CO4	Apply IT in various business functions and develop presentation skills.
CO5	Apply the basic concepts of networking and to analyze different parameters

Module-1:**8Hrs**

Introduction – Computers in business, functional components of a computer system, characteristics of computer, applications of computers, generations of computers, classification of computers, India computing environment, computer languages.

Module-2:**12Hrs**

PC Software Packages – Operating System (OS) – Disk Operating System (DOS), Windows Operating System (OS), Application software, Word processing software – Microsoft word, document creation, editing, formatting, page setting, table creation, table formatting, printing, Spreadsheet software – spreadsheet creation, editing, formatting,

formulas,graphics, printing.

Ex:-EmployeePayroll,Productdatabase.

Module-3: **10Hrs**

File System and software development –Various types of files – master file, transaction file, file organizations, file design, report design, screen design, various steps of software development process.

Module-4: **10Hrs**

Application of IT & Presentation

Overview of DBMS (Data Base Management System) , advantages & disadvantages. Information technology applications to various functional areas of management such as production, operations, marketing, HR , Finance. Presentations – creating a power point presentation, creating PowerPoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Ex: Business presentation

Module-5: **10Hrs**

Networking – Definition, types of computer networks, LAN, WAN, MAN, advantages of computer network, internet, advantages and disadvantages of internet, e-commerce-introduction, comparison between traditional and modern ecommerce, advantages and disadvantages of ecommerce. electronic mail (e-mail).

Note: The focus should be on word processing software, spreadsheet software, presentation software,

Text/References:

1. Eliason A.L “on-line business computer Applications” (Science research Associates, Chicago Publications).
2. Long.L.“Computers”(PrenticeHall,EnglewoodCliffsPublications).
3. Summer.M.“Computerconceptsanduses”(PrenticeHall,EnglewoodCliffs Publications).
4. Mansfield,Ron“ThecompactGuidetoMicrosoftoffice”(BusinessPromotionbureau, New Delhi Publication).
5. Mosley,Ionnie.E“MasteringMicrosoftProfessionalforwindows”(Business Promotion bureau, New Delhi Publications)

Semester-II

Sl. No.	CourseCode	TitleoftheCourse	L:T:P	Categoryofthe Course	CIE (%)	SEE (%)	Credit Units
1	23MBCC201	Business Law and Corporate Governance	4:0:0	CoreCourse	50	50	4
2	23MCMDS202*	FinanceforManagers	3:0:2	DisciplineHard Core	50	50	4
3	23MBDSE203*	Marketing Management	3:0:2	DisciplineHard Core	50	50	4
4	23MBDSE204*	Employee Behavior and Human Resource Practices	4:0:0	DisciplineHard Core	50	50	4
5	23MCMSE205*	Business Research Methods	4:0:0	Skill Enhancement Course	50	50	4
6	23MBSEC206	Computer Applicationfor Business	2:0:4	Skill Enhancement Course	50	50	4
TotalCredits							24

Course Title: Business Law and Corporate Governance

Course Code	23MBCC201	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 6) Examine the legal framework and structure prevailing in the Indian Business environment
- 7) Utilize the Mercantile laws in the Indian context which is imperative for successful operations of companies in India
- 8) Outline the fundamentals of Company law in company formation
- 9) Examine the related Business Laws and their applications in Business operations
- 10) Understand corporate governance, its structure, practices and regulation.

Course Outcomes

CO1	Employ the knowledge of law of contracts, Sale of Goods Act in business transactions
CO2	Outline provisions of Company law to ensure compliance with the Companies Act
CO3	Examine the laws pertaining to Competition, Consumer and IPR in Business Operations
CO4	Assess Business strategies to ensure compliance with legal requirements of the laws of Agency and Partnership and Negotiable Instruments Act
CO5	Employ knowledge of Corporate Governance provisions to ensure compliance

Course Content:**Module 1: Mercantile Law****10 Hrs**

The Indian Contract Act, 1972: Origin, Scope and Applicability of Business Law. General nature & definition of Contract, offer, acceptance, and Capacity of Parties. Essential elements of a valid contract, Breach of contract and Remedies for breach of contract.

Module 2: Labour Laws**10 Hrs**

ESI Act, Provident fund Act. Employees Compensation Act. Gratuity Act. The knowledge such law is practically essential by all factories, mines, plantations and all establishments Where 10 or more persons are employed. students have lot of employment opportunities, even private services can be provided

Module 3: The Indian Partnership Act, 1932 and LLP 2008.**10 Hrs**

The Indian Partnership Act, 1932: General Nature of Partnership, Rights and duties of partners, Registration and dissolution of a firm.

The Limited Liability Partnership Act, (LLP) 2008: Introduction-Covering nature and scope, Essential features, characteristics of LLP, Incorporation and differences between LLP & partnership of 1932.

Module 4: The Companies Act, 2013**10 Hrs**

The Companies Act, 2013: Essential features of Company, Corporate veil theory, Classes of Companies, types of share capital, incorporation of company, Memorandum of Association, Articles of Association, Doctrine of Indoor Management.

Module 5: Economic Legislations and Corporate Governance**10 Hrs**

Economic Legislations and Corporate Governance: The Objects and features of the Consumer Protection Act 1986, Foreign Exchange Management Act 1999, Information Technology Act 2000, Competition Act 2002, Intellectual Property Rights, Copy Rights, Patent Rights and Trade Marks.

Meaning of evolution of corporate Governance and role of capital market and Government.

Note:- If new legislations are enacted in place of the existing legislations, the syllabus would include the corresponding provisions of such new legislations with effect from dates notified by the institute.

Basic Texts:

7. N.D., K. N. (2020). Elements of Mercantile Law, N.D. Kapoor, 38th e, 2020. Sultan Chand & Sons.
8. Shukla, M. (2007). A Manual of Mercantile Law. S. Chand Limited.
9. Singh, A. (n.d.). Company Law (15th Revised edition). Eastern Book Co.
10. Kuchhal, M. C. K. V. (2013). Business Law, 6th Edition. Vikas.
11. Laws, Business. (2023). The Indian Contract Act, 1872 Sudhir Sachdeva: Business Laws Made Easy. Sudhir Sachdeva.
12. Clarkson, K. W., & Miller, R. L. (2019). Business Law: Text and Cases (MindTap Course List) (15th ed.). Cengage Learning.

Reference Books:

4. Singh, A. G. & (2020). Legal Aspects of Business. Independently published.
5. Taxman's Business Laws (CA-Foundation) (Thoroughly Revised 3rd Edition January 2020).
6. Liuzzo, A., & Hughes, R. C. (2021). Essentials of Business Law. McGraw-Hill Education.

Course Title: Finance for Managers

Course Code	23MCMD5202*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Discuss the theories and practices of corporate finance
- 2) Utilize relevant tools for financial decision making
- 3) Explain the factors determining financing decision
- 4) Identify the appropriate long-term investment decision
- 5) Develop working capital management strategies

Course Outcomes

CO1	Examine the theories and practices of contemporary corporate finance
CO2	Apply Time value concepts in financial decision making
CO3	Appraise the tools and analytical techniques of long-term investment decision
CO4	Evaluate the financing decisions based on cost of capital
CO5	Estimate working capital management requirements and dividend decisions

Course Contents:

Module 1: Introduction to Financial Management

8 Hrs

Financial Management, financial goals, financial decisions of firms. Profit vs wealth maximization, objectives and functions of financial management. Role of CFO, Treasurer & Controller, sources of finance and Indian financial structure.

Module 2: Time Value of Money

8 Hrs

Introduction to time value of money, future and present value of a single sum, future and present value of an annuity, present value of a perpetuity, Intra-year compounding and discounting, deferred Annuity, growing annuity, perpetuity, growing perpetuity. EMI and loan amortization schedule, Simple Problems. Application problems using Microsoft Excel.

Module 3: Long Term Investment Decisions:

12 Hrs

Capital Budgeting – importance and process – Techniques of evaluating projects- Traditional and modern methods, Payback period and discounted payback period, accounting rate of return. Net present value, Internal rate of return, Profitability Index. Qualitative considerations. Application problems using Microsoft Excel.

Model 4: Financing Decisions:

14 Hrs

Financing alternatives – Equity, preferences, Debentures. Capital Structure-Theories of Capital structure*, Cost of capital, Specific cost of capital-Cost of equity, Debt and preference shares, Weighted average cost of capital. Leverages-Operating, Financial and Combined leverage. Problems on Specific costs of capital, WACC and Leverages

Module 5: Working Capital Management and dividend decisions:

8 Hrs

Overview of working capital management, factors influencing working capital management, Working capital estimation, operating cycle and cash cycle. Emerging

trends in working capital management across industries. Dividend decisions, Factors influencing dividend decisions, types of dividends.

Basic Texts

4. Chandra, P. (2020). Fundamentals of financial management | (7th ed.). McGraw-Hill Education.
5. Damodaran. (2007). Corporate finance theory and practice, 2nd ed. John Wiley & Sons.
6. I.M., P. (2015). Financial management (11th ed.). Vikas Publishing House.

Reference Books

6. Brealey, R.A., Myers, S.C., & Allen, F. (2019). Principles of corporate finance.
7. Chandra, P. (2019). Financial management: Theory and practice, 10e. McGraw-Hill Education.
8. Khan, M.Y., & Jain, P.K. (2018). Financial management: Text, problems and cases, 8e. McGraw-Hill Education.
9. Kishore, R.M. (2009). Financial management - Problems & solutions 2nd ed.
10. Pandey, I. M., & Bhatt, R. (2020). A casebook in financial management | (4th ed.). McGraw-Hill Education.

Other reading material

11. Capital structure: Meaning, concept, importance and factors | Accounting. (2015, October 26). Your Article Library. <https://www.yourarticlelibrary.com/financial-management/capital-structure/capital-structure-meaning-concept-importance-and-factors-accounting/65150>
12. Capital structure: Meaning, factors, types, importance. (2020, March 30). BYJUS. <https://byjus.com/commerce/capital-structure/>
13. Corporate Finance Institute. (2020, March 25). Cost of capital. <https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/>
14. Corporate finance. (n.d.). Investopedia. <https://www.investopedia.com/corporate-finance-4689819>
15. Dividend policy. (2016, June 13). Business Jargons. <https://businessjargons.com/dividend-policy.html>
16. Dividend policy. (2020, March 7). The Investors Book. <https://theinvestorsbook.com/dividend-policy.html>
17. Financial intelligence test. (2020, June 11). Finance training balances sheet income & cash flow statements. <https://www.business-literacy.com/bli-products-services/financial-intelligence-assessments/>
18. Financial management quiz: Objectives and functions! (2020, December 16). ProProfs. <https://www.proprofs.com/quiz-school/story.php?title=introduction-to-financial-management>
19. Time value of money – An overview for MBA students in corporate finance 101. (n.d.). Live Online Private Tutoring for MBAs, CPAs & CFAs: Graduate Tutor. <https://www.graduatetutor.com/corporate-finance-tutoring/time-value-of-money/>
20. Working capital management | Meaning, goals, strategies, policies, etc. (2018, November 17).

[eFinanceManagement.com.https://efinancemanagement.com/working-capital-financing/working-capital-management](https://efinancemanagement.com/working-capital-financing/working-capital-management)

Course Title: Marketing Management

Course Code	23MBDSE203*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 6) Enable the student to understand the concepts of marketing
- 7) Help the student to relate these segmentation, targeting and positioning strategies
- 8) Equip the student to appraise the product and pricing strategies
- 9) Equip the student to appraise the promotion and distribution strategy
- 10) Assist the student to explain the concepts of Long-term customer loyalty management

Course Outcomes (COs):

CO1	Describe the concepts of Marketing
CO2	Relate segmentation, targeting and positioning strategies
CO3	Appraise the product and pricing strategies
CO4	Appraise the promotion and distribution strategy
CO5	Explain the concepts of Long-term customer loyalty management

Course Contents:**Module 1: Understanding Marketing Management****10Hrs**

Importance and Scope of Marketing. Defining Marketing for the new realities. Core concepts of marketing (Concepts of Needs, Wants, Demand) Marketing Environment (Micro & Macro). Effective Marketing Process. Marketing Mix Elements. Factors influencing consumer behavior, Buying Motives, buying decision process.

Module 2: Choosing Value - Segmentation, Targeting and Positioning**10 Hrs**

Identifying Market Segments and Targets – bases for segmenting consumer markets, – Effective Segmentation Criteria, Targeting strategies. Crafting the positioning, Branding – concept of branding & Brand Equity, Competitive strategies for market leader, follower, challenge.

Module -3: Designing Value – product and pricing decision**10 Hrs**

Setting product strategy - product and service characteristics, differentiation. New product development process. Product lifecycle strategies. Service quality Dimension Significance of pricing – selecting the pricing approach (3Cs of pricing strategy), setting the price, Factors influencing pricing, Pricing of Innovative and imitative products.

Module- 4: Delivering and Communicating Value – distribution and communication decisions**10Hr****S**

Designing and managing integrated marketing channels - Channel management decisions(VMS HMS, Role ofChannel Partner), retailing, E -tailing.

Role of Integrated Marketing Communications, developing effective communications (Communication Model). Integrating Promotional Mix elements -advertising, sales promotion, personal selling, direct marketing, events,experiences and public relations

Module -5: Long-term loyalty management

10Hrs

Building customer value, satisfaction and loyalty, Kano's model of customer delight, ConceptofCustomerLifetimeValue, Customer Management - Acquisition, Retention, and developingvalue.

BasicTexts

4. Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2014). Marketing Management –South Asian Perspective. New Delhi, India: Pearson's Education.
5. Kotler, P., Keller, K. L. (2016). Marketing Management. 15th edition. New Delhi, India: Pearsons Education.
6. Buttle, F. (2009). Customer relationship management: Concepts and technology. Sydney: A Butterworth-Heinemann Title, 72.

ReferenceBooks

3. Trout, J., & Ries, A. (2017). Positioning: The Battle for Your Mind. New York, USA: McGraw- Hill
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from traditional to Digital. New Jersey, USA: Wiley & Sons

Other references

8. Goi, C. L. (2009). A review of marketing mix: 4Ps or more. Basic R for Finance Journal of Marketing Studies. Vol 1, No. 1
9. Gronroos, C. (1994). From marketing mix to relationship marketing: Towards paradigm shift in marketing. Management decision
10. Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands (pp. 327). Cambridge, MA: Marketing Science Institute.
11. Ionescu-Somers, A., Steger, U., & Amann, W. (2006). Hindustan Lever (A): Leaping a Millennium. IMD Case Study.
12. Hinterhuber, A., & Liozu, S. (2012). Is it time to rethink your pricing strategy. MIT Sloan management review, 53(4), 69-77.
13. Takeuchi, H., & Nonaka, I. (1986). The new product development game. Harvard business review, 64(1), 137-146.
14. Finne, Å., & Grönroos, C. (2009). Rethinking marketing communication: From integrated marketing communication to relationship communication. Journal of marketing Communications, 15(2-3), 179-195.

Course Title Employee Behaviour and Human Resources Practice

Course code	23MBDSE204	Total marks	100
Semester	II	CIE	50
Credit	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 6) Describe the fundamental concept of employee behaviour and their application on human resources management practice.
- 7) Develop an understanding of various personality types and learning theories and their implication for HR practice.
- 8) Demonstrate the basic HRM practice and its function.
- 9) Understand the implication of Recruitment and Selection.
- 10) Evaluate the training and development and compensation practice.

Course Outcome

CO1	Identify the application of employee behaviour concept in the context of HRM
CO2	Develop the ability to assess the personality and learning style of different individual in an organization and align them with appropriate HR practice
CO3	Outline The Basic of HRM Functions.
CO4	Understand the recruitment and selection.
CO5	Summarize the training and development practice and Compensation practice

Module:I**10Hrs**

Introduction to Employee Behavior: Basics of Employee behavior, Interpersonal Skills, Learning – meaning, Importance of theories of Learning. Applications of Learning theories in organization. Employee health and well-being programs in organization Classical conditioning, social learning and operant

Module:II**10Hrs**

Employee Personality: Basics of Personality, Different types of personality, personality traits, personality assessment, Big five module, MBIT, Person Job Organization fit and its implications on employee career.

Module:III**10Hrs**

Basic HRM – Introduction – Meaning, nature and scope of HRM – Importance and Evolution of the concept of HRM

Job Analysis – Process, Methods of collecting Job analysis data HRP – Process, Importance

Module:IV**10Hrs**

Recruitment&Selection:Recruitment–SourcesofRecruitment,
Selection–BasicsofSelection,processofselectionDifferencebetweenRecruitmentand
Selection. Placement – Induction and Orientation, transfer and promotion.

Module:V**10Hrs**

Training & Development – Process of Training, Training v/s Development. Training Methods. Performance appraisal – Process, Methods of performance appraisal Compensation- Basics of compensation, Methods of compensation

Basic Texts

1. 1 Luthans, F (2018) Organizational Behavior, 12th edition New Delhi: McGraw-Hill Professional
2. Robbins, S. P., Judge. T and Vohra, N (2019). Organizational Behaviour, 16th edition, Pearson Education
3. Dessler, G. and Varkhey, B. (2016) Human Resource Management, India: Pearson India,
4. Nelson. A and Quick. K, (2020). Organizational Behaviour, India Edition, Cengage learning.

Reference Books

7. Greenberg, J and Baron, R (2019) Behaviour in Organisations New Delhi, India: PHI Learning Private Limited.
8. Luthans, F (2018) Organizational Behavior, New Delhi: McGraw-Hill Professional
9. Hellriegel, D and Slocum, J (2018) Organizational Behavior, South Western, CENGAGE Learning
10. Sanghi, S. (2017) Human Resource Management, Vikas Publishing
11. Baker, M. (2010) Cross Cultural Behavior, The Workbook
12. Armstrong, M. (2014) Handbook of Human Resource Management New Delhi, India: Kogan Page.

Course Title: Business Research Methods

Course Code	23MCMSE205*	Total Marks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teaching hours/week	4:0:0	Exam Hours	03

Course Objectives:

- 1) Familiarise the students in understanding the need of Research.
- 2) Train the students in formulating the research plan.
- 3) Train the students in creating the questionnaire for different research problems.
- 4) Familiarise the students in applying the hypothesis and solving them.

Course Outcomes (COs):

CO1	To make use of various business research approaches, techniques, and strategies in the appropriate business
CO2	To Identify the different qualitative research methods and approaches in formulation of appropriate research design.
CO3	Assess the Business situation using quantitative research
CO4	Construct the hypotheses enabling data driven decisions
CO5	To elaborate the knowledge and understanding and report writing.

Course Contents**Module 1: Business Research****8 Hrs**

An Introduction and need for Business Research, Meaning, Significance, Types of Research, Research Process, Research Application in Business Decisions, Features of Good Research study.

Module 2: Qualitative research methods**12 Hrs**

Research Design (Exploratory, Descriptive, and Causal); Exploratory Research: Meaning, Purpose, Methods- Literature search, experience survey, Focus Groups, and comprehensive case methods. Descriptive Research- Meaning, Types- Cross sectional studies and longitudinal studies. Scale Evaluation- Measurement and scaling Technique – Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale Review of Sampling Methods – Non-Random Sampling Methods (Convenience, Judgement, Quota and Snowball sampling. Sampling and non-sampling errors)

Module 3: Quantitative research methods**8 Hrs**

Need for Qualitative Research, Primary and Secondary Data, Quantitative Research Tools- Questionnaire Design, Secondary Data Sources, Review of Sampling Methods- Random Sampling Methods (Simple Random Sampling, Stratified, Systematic & Cluster sampling).

Module 4: Hypothesis Testing & Case analysis**14 Hrs**

Testing of Hypothesis- Sampling Z Test; Testing of Hypothesis: t-test (Independent and Paired samples), F-Test: ANOVA One-way (only); Chi-Square Test: Non-Parametric tests - Categorical Data (Independence of Attributes), Quantitative Data (Goodness of Fit), Technology

usage for Data Analysis and Hypothesis Testing.

Module5:Researchreporting**8Hrs**

Preparation and presentation of research report- Report writing. Significance of report writing, Layout and Types of reports, a broad sweep of research applications. Guidelines for effective documentation. Role of computer in research.

BasicTexts

4. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage Learning.
5. Bell, E., Bryman, A., & Harley, B. (2022). Business research methods. Oxford university press.
6. Bajpai, N. (2017). Business Research Methods. Pearson Education

ReferenceBooks

5. Rubin, D. S., & Levin, R. I. (1998). Statistics for management. Pearson.
6. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). Statistics for business & economics. Cengage Learning.
7. Black, K. (2019). Business statistics for contemporary decision making. John Wiley & Sons.
8. David Levine, David Stephan, Kathryn Szabat. (2017). Statistics for Managers Using Microsoft Excel. Pearson.

Otherreadingmaterial

4. <https://1lib.in/book/5533517/99d76a>
5. [https://www.linkedin.com/learning/excel-economic-analysis-and-data-](https://www.linkedin.com/learning/excel-economic-analysis-and-data-analytics/welcome?u=92695330)
6. [analytics/welcome?u=92695330](https://www.linkedin.com/learning/excel-economic-analysis-and-data-analytics/welcome?u=92695330)

Case Radio Mirchi Link:

1. [https://www.emerald.com/insight/content/doi/10.1108/CASE.IIMA.2020.000095/full/pdf?title=radio-](https://www.emerald.com/insight/content/doi/10.1108/CASE.IIMA.2020.000095/full/pdf?title=radio-mirchi-marketing-strategy-for-the-bangalore-market) mirchi-marketing-strategy-for-the-bangalore-market. Article Link: <https://pharmaceutical-journal.com/article/ld/how-to-write-a-research-article-to-submit-for-publication>

2. Convenient Sampling Link:

https://www.researchgate.net/publication/340935263_Non

Probability_Sampling_Survey_Methods**PilotStudyLink:**

3. <https://pilotfeasibilitystudies.biomedcentral.com/articles/10.1186/s40814-019-0411-z>

CaseLink: 1.

https://www.researchgate.net/publication/256108428_Writing_for_publication_Case_studies

ProjectLink: 1.

https://www.researchgate.net/publication/349573214_Format_Content_of_Academic_Research_Project_Report

4. <https://www.worldometers.info/FORREALTIMEDATA>

CourseTitle:COMPUTERAPPLICATIONFORBUSINESS

CourseCode	23MBSEC206	TotalMarks	100
Semester	II	CIE	50
Credits	04	SEE	50
Teachinghours/week	4:0:0	ExamHours	03

CourseObjectives:

1. Identify Computer Concepts terminology and concepts; basic operating system functionality and terminology
2. Apply basic and advanced formatting techniques skills to produce word processing documents, including Letters and Memos, Business Reports, Flyers, Newsletters.
3. Demonstrate basic skills involving spreadsheet functions; create formulas, charts, and graphs; manipulate data; and generate reports including AutoFill, Absolute Cell References, grouping sheets and linking formulas
4. Develop a database; create and format tables, queries, and reports; and enter and modify table data.
5. Develop and deliver business presentations using presentation software; Create presentations using text, visual and/or sound elements; use techniques as slide layout, themes, transitions and animations, charts and tables.

CourseOutcomes(COs):

CO1	Demonstrate a basic understanding of computer hardware and software
CO2	To understand the various PC software packages. Apply the skills that focus on word processing software, spreadsheet software, presentation software and database software.
CO3	Demonstrate the ability to manage project from design stages.
CO4	Apply IT in various business functions and develop presentation skills.
CO5	Apply the basic concepts of networking and to analyze different parameters

Module-1:**8Hrs**

Introduction – Computers in business, functional components of a computer system, characteristics of computer, applications of computers, generations of computers, classification of computers, India computing environment, computer languages.

Module-2:**12Hrs**

PC Software Packages – Operating System (OS) – Disk Operating System (DOS), Windows Operating System (OS), Application software, Word processing software – Microsoft word, document creation, editing, formatting, page setting, table creation, table formatting, printing, Spreadsheet software – spreadsheet creation, editing, formatting,

formulas,graphics, printing.

Ex:-EmployeePayroll,Productdatabase.

Module-3: **10Hrs**

File System and software development –Various types of files – master file, transaction file, file organizations, file design, report design, screen design, various steps of software development process.

Module-4: **10Hrs**

Application of IT & Presentation

Overview of DBMS (Data Base Management System) , advantages & disadvantages. Information technology applications to various functional areas of management such as production, operations, marketing, HR , Finance. Presentations – creating a power point presentation, creating PowerPoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Ex: Business presentation

Module-5: **10Hrs**

Networking – Definition, types of computer networks, LAN, WAN, MAN, advantages of computer network, internet, advantages and disadvantages of internet, e-commerce- introduction, comparison between traditional and modern ecommerce, advantages and disadvantages of ecommerce. electronic mail (e-mail).

Note: The focus should be on word processing software, spreadsheet software, presentation software,

Text/References:

6. Eliason A.L “on-line business computer Applications” (Science research Associates, Chicago Publications).
7. Long.L. “Computers”(PrenticeHall, Englewood Cliffs Publications).
8. Summer.M. “Computer concepts and uses”(PrenticeHall, Englewood Cliffs Publications).
9. Mansfield, Ron “The compact Guide to Microsoft office”(Business Promotion bureau, New Delhi Publication).
10. Mosley, Lonnie.E “Mastering Microsoft Professional for windows”(Business Promotion bureau, New Delhi Publications)

MBA IV Semester:**Course Title: Logistics & Supply chain Management**

Course Code	23MBCC401	Total Marks	100
Semester	IV	CIE	50
Credits	03	SEE	50
Teaching hours / week	3:0:0	Exam Hours	03

Course Objectives

- To gain an understanding of the history of logistics and its evolution over time including the latest trends and technologies.
- To create an understanding about the concepts of logistics and distribution management and their applications in the real situation.
- To develop the ability to apply logistics concepts and principles to practical situations and solve problems related to logistics and supply chain management.

Course Outcomes

- Students will be able to learn about the basic logistics activities and concepts such as transportation, warehousing, and distribution and how these activities contribute to the overall supply chain strategy.
- Students will be able to apply logistics concepts and principles to practical situations and solve problems related to logistics and supply chain management.
- Students should be able to apply these skills and knowledge to optimize logistics activities and create value for the organization contributing to its success.

Course Content**Unit I Logistics Management**

Definition of logistics and the concepts of logistics - Logistics Activities - Functions of the logistics system – transportation – warehousing - order processing - information handling and procurement - Third party and fourth party logistics.

Unit II Inventory Management in Logistics

Inventory management in logistics system - inventory decisions using Newsvendor Problem Supply Chain Coordination and related concepts.

Unit III Distribution Management

Outbound logistics - Facility location - Classical location problems - Strategic planning models for location analysis - location models - multi-Objectives analysis of location models - An Overview of Traditional Vehicle Routing Problems - Integrated Models of Location and Routing - Role of transportation in a supply chain - direct shipment warehousing - cross docking - push vs. pull

systems-transportation decisions (modeselection fleetsize) -market channel structure.

UnitIVImportanceofLogistics

Logistics Customer Service-Modelling logistics systems-Simulation of logistic systems-costeffective distribution strategies-Value of information in logistics-E-logistics risk pooling effect-International and global issues in logistics-Integrated functional activities in logistics-Role of government in international logistics and Principal characteristics of logistics in various countries and regions.

UnitVLogisticsindifferentindustries

Airline Schedule Planning -Railway Networks -Postal services-the maritime industries health care industry and other service industries.

Text and reference books

1. Chandra P. and Jain N. (2007). The logistics sector in India: Overview and challenges, India: Indian Institute of Management, Ahmedabad.
2. David Bloomberg Stephen Lemay and Joe Hanna: 'Logistics' Prentice Hall (2001).
3. Thomas Teufel Jurgen Rohricht and Peter Willems: 'SAP Processes: Logistics' Addison Wesley, (2002).
4. Lambert D. Stock J.R. and Ellram L. M. (1998). Fundamentals of logistics management, McGraw Hill.
5. Harrison A. Skipworth H. van Hoek R.I. and Aitken J. (2019), Logistics management and strategy, Pearson UK.

SUPPLYCHAINMANAGEMENT

CourseObjectives

- To introduce the concept of “Supply Chain Management” and its importance inbusinessmodels
- Students should be able to distinguish “Production Management” from “OperationsManagement”
- Tounderstandtheimportanceandimpactof InventoryDecision Problems

CourseOutcomes

- Studentswillbeable tounderstandthebusinessoperations.
- Students will be able identify and solve problems relating to supply chainManagement.

Studentswill be able to solveindustryproblems.

Course Content

UnitIIntroductiontoSupplyChainManagement

Fundamentals of Supply Chain Management, Decision phases in supply chain, PullPushprocess. Overview of supply chain models and modelling systems. Non - seasonal demandforecasting.

UnitIIDesigningthesupplychainnetwork

Supply chain strategies, achieving strategic fit, value chain, Supply chain drivers andobstacles, Strategic Alliances and Outsourcing, purchasing aspects of supply chain, Supplychain performance measurement: The balanced score card approach, Performance Metrics.Planning demand and supply: Demand forecasting in supply chain - Aggregate planning insupplychain- Predictablevariability.

UnitIIIPlanningdemandandsupplyinasupplychain

Planning and managing inventories: Introduction to Supply Chain Inventory Management - Inventory theory models: Economic Order Quantity Models - Reorder Point Models andMulti echelon Inventory Systems, Relevant deterministic and stochastic inventory modelsandVendormanaged inventorymodels.

UnitIVDesigningandplanningtransportationnetworks

DistributionManagement:Roleoftransportationinasupplychain direct shipment,warehousing, crossdocking; push vs. pull systems; transportation decisions (mode selection,fleet size) -marketchannel structure-vehicle routingproblem.Facilitiesdecisions inasupplychain-Mathematical foundations ofdistribution management-Supplychain facility layoutandcapacityplanning,

Unit V Revenue Management

Role of Pricing and Revenue Management in a Supply Chain; Pricing and Revenue Management for Multiple Customer Segments - Pricing and Revenue Management for Perishable Assets - Pricing and Revenue Management for Seasonal Demand; Pricing and Revenue Management for Bulk and Spot Contracts - Role of IT in Pricing and Revenue Management.

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Text and reference books

Sunil Chopra and Peter Meindel, Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.

Course Title: Green Innovation and Value Creation

Course Code	23MBCC402	Total Marks	100
Semester	IV	CIE	50
Credits	03	SEE	50
Teaching hours / week	3:0:0	Exam Hours	03

Course Description

This course explores the principles and practices of green innovation and value creation, focusing on sustainable development and environmental stewardship. Students will learn about the latest trends, technologies, and business models that drive green innovation and create value for organizations and society.

Course Objectives

1. Understand the concept of green innovation and its importance in sustainable development.
2. Analyze the role of technology and business models in driving green innovation.
3. Evaluate the impact of green innovation on organizational performance and societal well-being.
4. Develop skills to design and implement green innovation strategies.

Module 1. Introduction to Green Innovation - Definition and importance of green innovation- Historical context and evolution of green innovation- Key drivers and barriers to green innovation

Module 2. Sustainable Development and Environmental Stewardship- Principles of sustainable development- Environmental impact assessment and management- Role of business in sustainable development

Module 3. Green Technologies and Business Models- Renewable energy technologies- Sustainable materials and production systems- Circular economy business models- green finance and investment

Module 4. Designing and Implementing Green Innovation Strategies - Green innovation frameworks and tools - Stakeholder engagement and collaboration- Measuring and evaluating green innovation performance

Module 5. Case Studies and Best Practices - Real-world examples of successful green innovation- Lessons learned and challenges faced - Opportunities for future innovation and growth

Assessment Methods

1. Assignments and Projects: Students will work on individual or group projects to develop green innovation strategies and solutions.
2. Case Studies and Presentations: Students will analyse and present case studies of

successful green innovation.

3. Class Participation and Discussions: Students will participate in class discussions and debates on green innovation topics.

4. Final Exam: A comprehensive final exam will assess students' understanding of green innovation principles and practices.

Course Title: Financial Derivatives

Course Code	23MBDSE4F8	Total Marks	100
Semester	IV	CIE	50
Credits	4	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To provide students with a deep understanding of financial derivatives instruments and markets.
- To equip students with the necessary analytical skills to evaluate and manage financial derivative instruments in real world scenarios.
- To help students understand the risks associated with derivative instruments and how to manage those risks.

Course Outcomes

- Students should be able to understand the types of financial derivatives and their characteristics.
- Students should be able to analyze and apply various derivatives instruments in risk management.
- Students should be able to evaluate the different methods of valuation of derivatives instruments.
- Students should be able to understand the potential benefits and pitfalls of using financial derivatives.

Module I Introduction to Derivatives

Introduction to Financial Derivatives - Types of Derivatives - Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management - Hedging and Speculation.

Module II Forwards and Futures

Forwards and Futures market - Mechanics of futures markets - Different categories of Forwards and Futures - Hedging strategies - Valuation - Determination of forward and futures prices - Risk management using futures - Futures trading in exchanges.

Module III Swaps

Characteristics of Swaps - Categories of Swaps - Mechanics of interest rate swaps - Currency swaps - Application - Valuation - Usage of Swaps in Risk Management.

Module IV Options

Types of options and their characteristics - Specification of stock options - Application of options - Valuation of options - Properties of stock options - Merton model and binomial trees - The Black-Scholes model - Options Trading in Exchanges.

Module V Other Derivatives

Introduction to Interest rate derivatives - Weather derivatives - Exotic options - Derivativescurrenttrends inIndia-Regulationand GovernanceofDerivatives Market.

Textandreferencebooks

1. Hull, C. John, and Sankarshan Basu. Options, Futures and Other Derivatives, 10thedition,Pearson Education, Chennai (2018).
2. Gupta, S. L. Financial Derivatives: Theory, Concepts and Problems, 2nd edition, PHI Learning, New Delhi, (2017).
3. Kannadasn.M,FixedIncomeSecurities:ValuationandRiskManagement,Cengage,(2022).
4. FinancialDerivativesand RiskManagementbySatyajitDas(PHILearning)1stEdition, (2012).
5. Durbin, Michael. All About Derivatives. 2nd edition, Tata McGraw Hill publications, New Delhi (2010).
6. D. M. Chance and R. Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Southwestern Cengage Learning, (2013).
7. J.C.Hull,OptionFuturesandOtherDerivatives,9theditionPearson,2015.
8. S.S.S.Kumar,Financial Derivatives,Pearson,NewDelhi.

Course Title: Retail Management

Course Code	23MBDSE4M6	Total Marks	100
Semester	IV	CIE	50
Credits	4	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- The course aims to introduce the participants to the organized retail industry and to provide them with an overview of the retail environment and the real - life exposure with case studies from international retailers.
- The course enables students to learn the retail and supply chain strategies.

Course Outcomes

- Students will be able to develop retail strategies considering the real - life retail environment.
- Students will be able to develop international retailing strategies.
- Students will be able to create retail and supply chain strategies.

Module I Introduction to retailing

Definition - functions of retailing - types of retailing - forms of retailing based on ownership. Retail theories - Wheel of Retailing - Retail life cycle. Retailing in India - Influencing factors - present Indian retail scenario. Retailing from the International perspective.

Module II Consumer Behaviour in the retail context

Buying decision process and its implication to retailing - influence of group and individual factors. Customer shopping behaviour. Customer service satisfaction. Retail planning process - Factors to consider - Preparing a complete business plan - implementation - risk analysis.

Module III Retail Operations

Choice of Store location - Influencing - Factors Market area analysis - Trade area analysis - Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising - Store designing - space planning. Retail Operations: Inventory Management - Merchandise Management - Category Management.

Module IV Retail marketing mix

An Introduction. Retail marketing mix: Product - Decisions related to selection of goods (Merchandise Management revisited) - Decisions related to delivery of service. Retail marketing mix: Pricing - Influencing factors - approaches to pricing - price sensitivity - Value pricing - Markdown pricing. Retail marketing mix: Place - Supply channel - SCM principles - Retail logistics - computerized replenishment system - corporate replenishment policies. Retail marketing mix: Promotion - Setting Objectives - communication effects - promotional mix. Human Resource Management in Retailing - Manpower planning - recruitment and training - compensation - performance appraisal.

Module V Non-store retailing

The impact of Information Technology in retailing- Integrated systems and networking- EDI

- Bar coding - Electronic article surveillance - Electronic shelf labels - customer database management system. Legal aspects in retailing. Social issues in retailing. Ethical issues in retailing.

Text and reference books

1. Michael Levy Barton A Weitz and Ajay Pandit, "Retailing Management" 6th edition McGraw Hill publishing house (2008)
2. Swapna Pradhan, "Retail Merchandising" McGraw Gill Publishing house (2010)
3. Barry Berman and Joel Evans, "Retail Management A Strategic Approach" 8th edition PHI private limited New Delhi (2002)
4. A.J. Lamba "The Art of Retailing" 1st edition Tata McGraw Hill, New Delhi (2003).

Course Title: Compensation and Benefits

Course Code	23MBDSE4H6	Total Marks	100
Semester	IV	CIE	50
Credits	4	SEE	50
Teaching hours / week	4:0:0	Exam Hours	03

Course Objectives

- To understand the different compensation elements and the techniques for deciding on the same elements.
- To explore the legal and ethical issues in employee and executive compensation.
- To analyze different types of reward procedures for employees on the basis of performance.
- To examine the compensation and benefits practices that contribute to attracting and retaining high-quality employees.
- To evaluate a compensation system's contribution to an organization's effectiveness and identify opportunities for improvement of those systems.

Course outcomes

- The learners can analyse, integrate and apply the knowledge to solve compensation - related problems in an organization.
- To recognize how pay decisions help the organization achieve a competitive advantage.
- To evaluate how organizations are approaching the vital tasks of managing rewards and developing the capabilities of their people.
- The learners can summarize some similarities and differences between financial and non-financial benefits for the employees.
- To understand the legal issues on employee compensation and settlements of employees.

Module I Introduction to Compensation Management

Conceptual and theoretical understanding of economic theory related to Compensation - Management (Wage Concepts and Wage Theories) - Employee's satisfaction and Motivation issues in compensation design - Establishing Internal, External and Individual equity.

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ModuleII Variable pay

Strategic importance of variable pay - Determination of Inter and Intra industry compensation differentials and elements of good wage plans- Individual and Group Incentives-Introduction to Institutional Mechanisms for Wage Determination.

ModuleIII Employee Benefits

Dearness Allowance Concept - Emergence & Growth in India - The role of fringe benefits in reward systems Retirement Plans including VRS/Golden Handshake Schemes.

ModuleIV Executive and MNC compensation

Introduction to Executive Compensation and benefits programmes - Compensation Systems in Multinational Companies and IT companies including ESOP.

ModuleV Legal issues on employee compensation

Collective Bargaining Strategies- Long term settlements-Cases of Productivity Settlements-Exercises on drawing up 12(3) and 18(1) settlements-Emerging Trends in IR.

Text and reference books

1. Milkovich and Newman, "Compensation: Special Indian Edition", McGraw Hill, 9th edition, (2017).
2. Dipak Kumar Bhattacharya, "Compensation Management", Oxford University Press, 2nd edition, (2014).
3. Fisher, Schoenfeldt and Shaw, "Human Resource Management", Sixth Edition, Boston, MA: Houghton Mifflin, (2006).
4. Joseph J. Martocchio, "Strategic Compensation: A Human Resource Management Approach", Pearson Education, 9th edition, (2017).