

**Eligibility Criteria**

1. Bachelor's degree of minimum 3 years duration from UGC/AICTE recognized institutions
2. Obtained at least 50% (45% in case of candidate belonging to reserved category) at the qualifying examination
3. Minimum 1 year work experience is required in any government or private limited company.

**Description of Course**

1. Executive MBA is 3 years programme.
2. Classes will be conducted in Weekend and in offline mode
3. In Executive MBA the subjects of MBA 2-Years programme have been expanded into 3 Years. Credits, Subjects and Syllabus of both the programmes are similar.
4. Summer internship (6 credits) has been removed from Executive MBA . The weekend classes will be taken during that period.
5. Students will be offered Dual and Super specialisation during fourth and fifth Semester.
6. For Dual specialisation, student will study 2 subjects from each specialisation during fourth and fifth semester each.
7. For super specialisation, student will study 4 subjects from the concerned specialisation during fourth and fifth semester each.

**Proposed Schedule for first two semesters - (Weekly 16 Hours)**

Saturday	9:00 AM to 5:00PM	(8 Hours)
Sunday	9:00 AM to 5:00 PM	(8 Hours)

### Study Scheme of Executive MBA

SEMESTER 1 <sup>st</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBADP1-101	CSR and Business Ethics	4	-	-	40	60	100	4
MBADP1-102	Managerial Economics and Policy	4	-	-	40	60	100	4
MBADP1-103	Financial Statements Analysis and Reporting	4	-	-	40	60	100	4
MBADP1-104	Business Statistics and Analytics for Decision Making	4	-	-	40	60	100	4
MBADP1-105	Business Communication	3	-	-	40	60	100	3
<b>Total</b>		<b>19</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>19</b>
SEMESTER 2 <sup>nd</sup>								
MBADP1-201	Organization Behaviour	4	-	-	40	60	100	4
MBADP1-202	Marketing Management	4	-	-	40	60	100	4
MBADP1-203	Legal and Business Environment	4	-	-	40	60	100	4
MBADP1-204	Corporate Finance	4	-	-	40	60	100	4
MBADP1-205	Computer Application in Business	3	-	-	40	60	100	3
<b>Total</b>		<b>19</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>500</b>	<b>19</b>
SEMESTER 3 <sup>rd</sup>								
MBADP1-301	Entrepreneurship	4	-	-	40	60	100	4
MBADP1-302	Business Research Methods	4	-	-	40	60	100	4
MBADP1-303	Human Resource Management	4	-	-	40	60	100	4
MBADP1-304	Operations Management	4	-	-	40	60	100	4
MBADP1-305	Business Statistics Research Lab	-	-	4*	60	40	100	2
<b>Total</b>		<b>16</b>	<b>-</b>	<b>4</b>	<b>220</b>	<b>280</b>	<b>500</b>	<b>18</b>
SEMESTER 4 <sup>th</sup> (Super Specialisation)								
XXXX	Specialisation Subject 1	4	-	-	40	60	100	4
XXXX	Specialisation Subject 2	4	-	-	40	60	100	4
XXXX	Specialisation Subject 3	4	-	-	40	60	100	4
XXXX	Specialisation Subject 4	4	-	-	40	60	100	4
<b>Total</b>		<b>16</b>	<b>-</b>	<b>-</b>	<b>160</b>	<b>240</b>	<b>400</b>	<b>16</b>
SEMESTER 5 <sup>th</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
XXXX	Specialisation Subject 1	4	-	-	40	60	100	4
XXXX	Specialisation Subject 2	4	-	-	40	60	100	4
XXXX	Specialisation Subject 3	4	-	-	40	60	100	4
XXXX	Specialisation Subject 4	4	-	-	40	60	100	4
<b>Total</b>		<b>16</b>	<b>-</b>	<b>-</b>	<b>160</b>	<b>240</b>	<b>400</b>	<b>16</b>
SEMESTER 6 <sup>th</sup>								
MBADP1-601	Project Management	4	-	-	40	60	100	4
MBADP1-602	Strategic Management	4	-	-	40	60	100	4
MBADP1-603	Dissertation	-	-	-	60	40	100	8
<b>Total</b>		<b>8</b>	<b>-</b>	<b>-</b>	<b>140</b>	<b>160</b>	<b>300</b>	<b>16</b>

\*Note:- 2 labs of 2 hours each.

**Total Credits**

<b>Semester</b>	<b>Marks</b>	<b>Credits</b>
1 <sup>st</sup>	500	19
2 <sup>nd</sup>	500	19
3 <sup>rd</sup>	500	18
4 <sup>th</sup>	400	16
5 <sup>th</sup>	400	16
6 <sup>th</sup>	300	16
<b>Total</b>	<b>2600</b>	<b>104</b>

# **SEMESTER - I**

**CSR and BUSINESS ETHICS**

**Subject Code: MBADP1-101**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objective**

**The main aim of this course is:**

1. To Discuss the various concepts of Corporate Social Responsibility (CSR).
2. To understand the importance of sustainability and social responsibility with context business and how they integrate into the vision and planning of the firm.
3. To understand the changing role of Business with context to the society.

**Course Outcomes**

**After the completion of this course, students will be able to**

1. Understand about Corporate Social Responsibility, Business Ethics, Models and its strategies.
2. Evaluate corporate governance, ethical culture and its practices across various business areas.
3. Comprehend sustainability and its relationship with CSR and Business Ethics.
4. Apply the reporting system of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business International Standards.

**UNIT-I (15 Hrs)**

**Introduction to Corporate Social Responsibility (CSR):** Meaning, Definition & Objectives of CSR, Chronological evolution of CSR in India; Need of CSR, Models of CSR in India, Carroll's model; Drivers of CSR; Major codes on CSR; Initiatives in India, Corporate citizenship-Business practices-Strategies for CSR-Challenges and implementation

**Sustainability:** Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative

**UNIT-II (12 Hrs)**

**Evolution of Corporate Governance:** Governance practices and regulation-Structure and Development of boards-Role of capital market and government-Governance Ratings-Future of governance

Corporate Sustainability Reporting Frameworks, Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic

**UNIT-III (15 Hrs)**

**Business Ethics:** Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics

**UNIT-IV (18 Hrs).**

**Managing Ethical Dilemma:** Characteristics, Ethical Decision Making, Ethical Reasoning, the dilemma resolution process; Ethical dilemmas in different business areas: Finance, Marketing HRM and International Business.

**Ethical Culture in Organization:** Developing Codes of Ethics and Conduct, Ethical and Value Based Leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian Approaches towards Business Ethics

**Recommended Books**

1. C.V. Baxi and Ajit Prasad, 'Corporate Social Responsibility: Concepts and Cases: The Indian Experience', Excel Books India, New Delhi, *Latest Edition*
2. Mike Blowfield and Alan Murray, 'Corporate Responsibility', Oxford University Press, *Latest Edition*
3. J.P. Sharma, Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi. *Latest Edition*

**MANAGERIAL ECONOMICS AND POLICY**

**Subject Code: MBADP1-102**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To enable students to understand various economic factors that influence business in India so and analyze associated opportunities, risks and challenges for managerial decisions.
2. Learn about Managerial Economics & its relation with other disciplines, and understand about Demand Analysis, Theory of Production, Theory of Cost and Market structure.
3. To teach students about basic tools of macroeconomics and apply them to real world economic policy.
4. To make students understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Analyze the demand and supply conditions and assess the position of a company
2. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets
3. Demonstrate the basic understanding of the economic implications of changes in government fiscal or monetary policy.
4. Calculate equilibrium national income levels and use various multipliers and convert nominal values to real values.

**Unit-I (15 Hrs)**

**Introduction:** Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle

**Marginal Analysis:** Law of diminishing marginal utility, Law of equi-marginal utility

**Indifference Curve Analysis:** Meaning Assumptions Properties, Consumer Equilibrium.

**Unit-II (15 Hrs)**

**Demand Analysis:** Law of Demand: Meaning, Determinants, Exceptions, Bandwagon and Snob effects, Demand function, Application of demand analysis in managerial decision making.

**Elasticity of Demand:** Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Importance, Scope, Techniques of forecasting.

**Theory of Production:** Production function, Short run and Long run production analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making.

**Unit-III (15 Hrs)**

**Theory of Cost:** Cost Analysis: Cost Concepts and Determinants of cost, Traditional and Modern Theory of Cost: Long run and Short run, Economy of scale, Revenue Curve

**Market Structure:** Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. Behaviour of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma.

**Unit-IV (15 Hrs)**

**Macro Economics:** Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements, Phillips Curve, Classical Keynesian Theory, Investment Multiplier and Foreign Trade Multiplier.

**Business Cycle:** Features and Phases, Effects and Control.

**Inflation:** Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation through Price. Deflation

**Macro-Economic Policy:** Aspects of Monetary Management; Monetary Policy, Growth and Stabilization Effects of Monetary Policy Operations. Fiscal Policy - Nature and Components of Fiscal Policy; Fiscal Deficit and its Management.

**Recommended Books**

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India
2. Froeb, 'Managerial Economics', Cengage Learning
3. Geetika, 'Managerial Economics', Tata McGraw Hills
4. K.K .Dewett, ' Modern Economic Theory', S. Chand Publication
5. D.M.Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication  
D.N.Dwivedi, 'Managerial Economic', Vikas Publications



**FINANCIAL STATEMENT ANALYSIS AND REPORTING**

**Subject code – MBADP1-103**

**L T P C**  
**4 0 0 4**

**Duration – 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To acquaint the students regarding various accounting concepts and its application in managerial decision making.
2. To understand financial statements of cashflow and balance sheets.
3. To understand the appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.
4. To make students understand about the financial reporting.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Identify and utilise value-relevant information contained within financial statement.
2. Explain the relationship between strategic business analysis, accounting analysis and financial analysis
3. Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance.
4. Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information)

**UNIT-I (20 Hrs)**

**Accounting** - Accounting as an Information System, Concepts, Convention and Principles of Accounting, Role of Accountant in an Organization, Branches of Accounting: Financial, Cost and Management Accounting and Their Inter-Relationships, Introduction of Accounting Standards.

**Financial Statements** - Need of Financial Statement, Nature, Objectives, Uses and Limitations of Financial Statement, Stakeholders of Financial Statements

**UNIT-II (15 Hrs)**

**Readings of Financial Statements:** Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement,

**Cost Analysis:** Marginal Costing, Break Even Analysis, Standard Costing, Variance Analysis, Introduction to Budgets and its Types.

**UNIT-III (13 Hrs)**

**Analysis of Financial Statements with Managerial Perspective**

**Techniques of Financial Statement Analysis:** Common Size Statements, Comparative Statements, Trend Analysis and Ratio Analysis (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

**Analysis of Firm Performance:** Time Series Analysis and Cross-Sectional Analysis,

**UNIT-IV (12 Hrs)**

**Financial Reporting System** - Content of Annual Reports, Quality of Financial Reporting, Consolidated Financial Statements, Indian Financial Reporting System, Ethical Issues in Financial Reporting (Window Dressing, Quality of Earnings, Financial Scams etc.)

**Short Project**

*Students have to submit a mandatory project in group. The project will be equivalent to two regular assignments. (Maximum Three students can be part of one group). Students have to do financial analysis of two or more companies on the basis of their annual reports. A comparative study of Indian and Foreign companies is preferred)*

**Recommended Books**

1. Narayanaswamy, R., 'Financial Accounting – A Managerial Perspective', 5th Edn., Prentice Hall of India. ***Latest Edition***
2. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edn., ***Latest Edition***
3. Gokul Sinha, 'Financial Statement analysis', Prentice Hall of India, New Delhi, ***Latest Edition***
4. John J. Wild, K. R. Subramanyam and Robert F. Halsey, 'Financial Statement Analysis', Tata McGraw Hill Publishing Company Ltd. New Delhi, ***Latest Edition***
5. Stephen H Penman, 'Financial Statement Analysis and Security Valuation', Tata McGraw Hill Publishing Company Ltd. New Delhi, ***Latest Edition***

**BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING**

**Subject Code – MBADP1-104**

**L T P C**  
**4 0 0 4**

**Duration – 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand the statistical methods which are applied in all functional areas of business: accounting, finance, management and marketing.
2. To enable students to understand the role and importance of Statistics in improving managerial decisions.
3. To make understanding of various research tools and techniques.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand the key terminology, concepts tools and techniques used in various business statistical analysis
2. Apply theory of probability, rules of probability and probability distributions for solving business problems
3. Apply techniques like regression for business forecasting
4. Demonstrate time series techniques to understand the market and economic behavior for making business decision

**UNIT-I (20 Hrs)**

**Statistics:** An Overview-Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making in Business Management.

**Measure of Central Tendency:** Objectives of Averaging. Requisites of Measure of Central Tendency, Mathematical Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean, **Averages of Position** -Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode.

**Measure of Dispersion:** Classification of Measure of Dispersion; Range and Inter Quartile Range, Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness and Kurtosis

**UNIT-II (15 Hrs)**

**Correlation:** Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Karl Pearson's Correlation Coefficient, Rank Correlation Coefficient, Properties of various types of Correlation

**Regression:** Concept of Regression and The Difference between Correlation and Regression, Lines and Equations of Regression.

**UNIT-III (10 Hrs)**

**Time Series Analysis:** Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

**Index Numbers:** Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

**UNIT-IV (15 Hrs)**

**Probability:** Definition, Types of Probability, Classical Approach, Relative Frequency and Subjective Approach to Probability, Theorems of Probability, Addition and Multiplication Laws, Bayes Theorem and its Application. Probability Distributions

**Recommended Books**

1. Levin & Rubin, 'Statistics for Management', Prentice Hall
  2. Beri, 'Business Statistics', Tata Mc Graw Hill
  3. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill
  4. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications
  5. S P Gupta, 'Statistical Methods', Sultan Chand
- C.R. Reddy, 'Quantitative Techniques for Management Decisions', Himalaya Publishing

**BUSINESS COMMUNICATIONS**

**Subject Code: MBADP1-105**

**L T P C**  
**3 0 0 3**

**Duration: 45 Hrs**

**Course objectives**

**The main aim of this course is:**

1. To provide students a comprehensive view of communication, its scope and importance in business as well as the role of communication in establishing a favourable image of the organization.
2. To develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.
3. To make student understand the fundamentals of communication as well as oral, written and non-verbal communication skills.

**Course Outcomes**

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

1. Know the dynamics of communication in the business world and Practice the different tools of communication
2. Speak effectively suited to the specific situation
3. Demonstrate a good understanding of effective business writing and effective business communications.
4. Acquire the skills of report writing and modern forms of communication such as email and usage of internet.

**UNIT- I (12 Hrs)**

**Introduction to Communication:** Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

**Developing Reading Skills:** Identify the Purpose of Reading, Factors Effecting Reading, Learning How to Think and Read, Developing Effective Reading Habits, Reading Tactics and Strategies: Training Eye and Training Mind (SQ3R), Building Vocabulary.

**Developing Listening Skills:** Importance, Purpose of Listening, Art of Listening, Factors Affecting Listening, Components of Effective Listening, Process of Listening, Principles and Barriers to Listening, Activities to Improve Listening

**UNIT –II (10 Hrs)**

**Developing Writing Skills:** Basics, Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments, Business Proposals, Emails etc.

**Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. Writing

**Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

**UNIT- III (10 Hrs)**

**Developing Speaking Skills:** Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Just a Minute Presentation, How To Make Effective Presentations, Four P's of Presentation, Structuring, Rehearsing and Delivery Methods. Workshop-Jam Feedback, Overcoming Stage Fright and Overcoming Glossophobia  
Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids)  
Presentation–3 (Delivery)

**UNIT –IV (13 Hrs)**

**Group Discussion:** Nature, Uses and Importance, Guidelines for GD Presentations  
**Resume Writing:** Planning, Organizing Contents, Layout, Guidelines for Good Resume.  
**Interview Skills:** Preparation Techniques, FAQs about How to Face an Interview Board, Proper Body Posture, Projecting a Positive Image, Steps to Succeed In Interviews, Practice Mock Interview in Classrooms.  
**The Case Method of Learning:** Dimensions of a Case, Case Discussion, Usefulness of The Case Method, Training of Managers, Use The Case Method.  
**Report Writing:** Structure, Types, Formats, Preparations and Presentation. **Feedback**

**Recommended Books**

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill
4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Learning
5. Diwan & Aggarwal, 'Business Communication', Excel
6. Devaraj, 'Executive Communication', Tata McGraw Hill
7. Ober, 'Effective Bossiness Communication', Cengage Learning

# **SEMESTER - II**

**ORGANIZATION BEHAVIOR**

**Subject Code: MBADP1-201**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an understanding of basic concepts, theories and techniques in the organizational behaviour.
2. To understand the concept of motivation and its theories, job satisfaction and various leadership styles.
3. To provide an understanding of basic concepts, theories and techniques in the field of foundation of group behavior, group decision making and conflict management.
4. To understand human behaviour with its relevance to organizational functions.

**Course Outcomes:**

**After the completion of this course students will be able to:**

1. Understand the basic concepts of the organization behavior and personality
2. Motivate its employees, enhance job satisfaction among peers and demonstrate leadership styles
3. Perform in teams by demonstrating group behavior, and manage conflict in groups
4. Able to control negotiation, power and politics in organization environment for sustainable performance.

**UNIT-I (15 Hrs)**

**Organizational Behavior:** Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, Challenges and opportunities for OB. Foundations of Individual Behavior: Biographical Characteristics, Learning, Theories of Learning, Ability, Attitudes, Attitude Change, Values & Beliefs, Prejudices

**Personality:** Determinants of Personality, Perception, Attribution Theory, Person's Perception.

**UNIT-II (12 Hrs)**

**Motivation:** Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept.

**Job Satisfaction:** Nature & Significance of Job satisfaction

**Leadership:** Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

**UNIT-III (20 Hrs)**

**Foundations of Group Behavior:** Nature & Concept of Group Formation, Group properties: Roles, Norms, Status, Size and Cohesiveness, Stages of Group Formation, Theories of Group Formation. Teams, Work Teams, Difference between Group & Team.

**Group Decision Making:** Decision Making Process; Decision Making Styles; Advantages & Disadvantages of Decision Making; Techniques of Decision Making; Consensus Decision Making in Groups.

**Conflict Management:** Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual, Group Level Conflict and Organization level Conflict; Managing Organizational Conflict



**UNIT-IV (13 Hrs)**

**Negotiations** - Meaning & Definition, Negotiations Process; Issues in Negotiations

**Organizational Change & Development:** Understanding Organization, Managing Organization Culture and Technology, Organizational Change: Change Agents, Change Models, Resistance to Change. **Managing Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.

**Recommended Books**

1. Robbins, 'Organization Behaviour', Pearson Education, ***Latest Edition***
2. Luthans, 'Organization Behaviour', Tata McGraw Hill, ***Latest Edition***
3. Hersey, 'Management of Organizational Behaviour', Prentice Hall India, ***Latest Edition***
4. Aswathappa, 'Organization Behaviour', Himalaya Publications, ***Latest Edition***
5. L.M. Prasad, 'Organisation Behaviour', Sultan Chand & Sons, ***Latest Edition***

**MARKETING MANAGEMENT**

**Subject Code: MBADP1-202**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main aim of this course is:**

1. To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To understand the concept of Marketing, Marketing Information System and Marketing Mix
4. To learn about Consumer Behaviour and Buying behaviour

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Understand the role of marketing in the various business environment
2. Apply the strategic marketing in key business issues like pricing, planning
3. Find the appropriate use of latest IT based and environment friendly techniques to enhance the brand communication and product promotion
4. Demonstrate the use of marketing tools and techniques in global business scenario.

**UNIT-I (15 Hrs)**

**Understanding Marketing and Consumers:** Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Analyzing Marketing Environment: Micro, Macro

**Corporate Strategic Planning:** Defining Role Marketing Strategies, Marketing Planning Process. **Marketing Information System:** Concept and Components

**Consumer Behaviour:** Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour

**UNIT-II (15 Hrs)**

**Creating and Managing Product:** Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis

**Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

**Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies

**UNIT-III (18 Hrs)**

**Delivering and Promoting Product - Supply Chain Decisions:** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

**Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

**Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

**UNIT-IV (12 Hrs)**

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Rural Marketing, Customer Relationship Management (CRM), **E-Commerce:** Marketing in Digital Age

*Relevant Case Studies should be discussed in class.*

**Recommended Books**

1. Ramaswamy & Namakumari, 'Marketing Management.', McMillan
2. Etzel, Walker, Stanton, and Pandit, 'Marketing Management', Tata McGrawHill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Learning
4. Kotler & Koshy, 'Marketing Management', Pearsons Education
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall
6. Biplab S. Bose, 'Marketing Management', Himalaya Publications

**LEGAL AND BUSINESS ENVIRONMENT**

**Subject Code – MBADP1-203**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To study Law of Contract, Sale of Goods Act and Negotiable Instrument for legally smooth functioning of a business.
2. To highlight about Company Law as well as constitutional framework of taxation.
3. To provide insights about Business Environment, Complexity and Diversity of current business environment in the 21st century
4. To provide a deeper understanding of the environmental factors influencing Indian business organizations.

**Course Outcomes**

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

1. Understand the impact of legal environment in a business context and demonstrate knowledge of and need for sustainable development
2. Analyze the various facets of basic case laws of each Act from a legal and managerial perspective
3. Apply the legal provision of Acts in common business situations.
4. Scanning internal and external environment for the sustainability of business

**Unit I (15 Hrs.)**

**Law of Contract:** Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. **Sale of Goods Act:** Meaning - Formation of contract, condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller, **Negotiable Instrument:** Types of negotiable **Law of Insurance:** Fundamentals Elements of Insurance.

**Unit II (15 Hrs.)**

**Company Law** Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Loans, investments, deposits and charges, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, GST.

**Unit –III (15 Hrs.)**

**Business Environment** - Definition, components and overview of Business Environment, Need to scan the business environment and techniques of scanning the business environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, **Legal Environment:** Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005

**Unit –IV (15 Hrs.)**

**Public Sector in India:** Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India. **Social Environment:** Corporate Social Responsibility, Cross-Cultural Business Environment, **Technological Environment:** Impact of Technology on Business,

Technological Policy, Intellectual Property Rights, Import of Technology, Problems in Technology Transfer.

**International Environment:** Emergence of Globalization. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade, Dumping and Anti-Dumping measures.

*Relevant Case Studies should be discussed in class.*

**Recommended Books**

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
3. Aswathappa, Essential of Business Environment, Himalaya Publishing
4. Aggarwal & Diwan, Business Environment, Excel Books
5. Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
6. Bansal C. L. 'Business Laws' Taxmann Publishers
7. Singhania V. K. and Singhania K. 'Direct Tax Laws and Practice' Taxmann Publishers.
8. Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.

**CORPORATE FINANCE**

**Subject Code: MBADP1-204**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an understanding of the functions and role of corporate financial management, covering the sourcing of finances and their issues in investment and operations.
2. To provide analytical knowledge of risk and return in portfolio.
3. To understand leverages, ROI and ROE concepts, simplifying the capital structure theories and dividend policies with illustrations.
4. To get interactive knowledge of Inventory management and receivable management, Estimation and forecasting of working capital requirements of company, functional knowledge of financing short term assets with illustrations and Case studies.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Demonstrate the applicability of the concept of financial management and investment decisions in the working of business
2. Assess the investment decisions and financing of companies by applying various financial management tools.
3. Comprehend various theories of capital structure and dividend policies and their applications in business decisions
4. Apply Working Capital policies to manage cash and Inventory in the business

**UNIT-I (20 Hrs)**

**Introduction:** Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Role of Financial Manager, Agency Problem, Interface between Finance and other Business Functions, Financial Planning: Objectives, Factors affecting Financial Planning

**Risk and Return:** Risk and Return Concepts, Types of Risks, Relationship between Risk and Return Model - CAPM, Arbitrage Pricing Theory

**Investment Decision:** Nature and Significance of Investment Decision, Time Value of Money: Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow

**Capital Budgeting:** Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio), Capital Rationing, Certainty Equivalent Factor

**UNIT-II (15 Hrs)**

**Financing Decision:** Cost of Capital, Computation of Cost of Equity, Debentures, Preference Shares and Retained Earnings, Weighted Average Cost Capital and Implications

**Capital Structure** – Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM), Criticisms of MM Models, Determinants of Capital Structures, EBIT - EPS Analysis

**UNIT-III (10 Hrs)**

**Leverage:** Introduction, Operating Leverage, Financial Leverage and Combined Leverage, Application of Leverage

**Dividend Decisions:** Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, Determinants of Dividend, Bonus Shares, Stock Splits, Dividend Capitalization Approach

**UNIT-IV (15 Hrs)**

**Working Capital Decision:** Meaning, Nature and Scope of Working Capital - Component of Working Capital –Factors affecting Working Capital, Working Capital Strategies, Cash Management, Inventory Management

**Sources of Funds:** Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital, Convertible Bonds/Debentures etc.

**Recommended Books**

1. Brigham, 'Financial Management : Text & Cases', Cengage Learning
2. Brealy&Myres, 'Principles of Corporate Finance', Tata McGraw Hill
3. John J., 'Financial Decision Making: Concept, Problem & Cases', Prentice Hall
4. I.M. Pandey, 'Financial Management', Vikas Publishers
5. Khan & Jain, 'Financial Management', Tata McGraw Hill



**COMPUTER APPLICATIONS IN BUSINESS**

**Subject Code: MBADP1-205**

**L T P C**  
**3 0 0 3**

**Duration: 45 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an insight into basic features of computer systems and their applications in Managerial Decision Making.
2. To provide technical framework to students for understanding the emerging world in e-Business.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Understand the concepts of computer and various software related to it.
2. Use of MS Office (Excel, Access & Power point) in different type of analysis and projection of reports related to the business management.
3. Apply various tools of E-security for the privacy of business information
4. Understand the concepts of Data Warehousing and Data Mining

**UNIT-I (12 Hrs)**

**Introduction to Computers:** Types of Computers, Storage Devices and Memories, Input/Output, Devices. Introduction to Software, Types of software – Software, its Nature and Qualities, Representation of data in computer memory (Binary, Octal and Hexadecimal system)

**Operating System:** Introduction, Different Types of Operating Systems, features and Applications.

**UNIT-II (12 Hrs)**

**Internet:** Introduction to internet and its applications, Intranet and Extranet, World Wide Web, URL, IP addressing and Domain Naming System, Internet Applications Search Engines

**E – Business:** E-Business framework, Infrastructure for E-Business, Electronic Data Interchange. Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Electronic Payment Systems. Electronic Wallets; Payment Gateways

**UNIT-III (11 Hrs)**

**Computer Networks and E-Security:** Basic Concept, Advantages, classification, topologies, Security and Privacy Issues related to E-Commerce, Cryptography, Ethical Hacking, Cyber Crime, Digital Signatures, Point of Sales.

**UNIT-IV (10 Hrs)**

**Data Warehousing:** Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Warehouse, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools.

**Data Mining:** Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining

**Recommended Books**

1. Rainer and Potter, 'Introduction to Information Technology', John Wiley and Sons.
2. Joseph Brady & Ellen F Monk, 'Problem Solving Cases in Microsoft', Excel Thomson Learning.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi



4. Richard T Watson: Data Management Data Bases and Organisations, John Wiley & Sons, Inc
5. Deepak Bharihoke, 'Fundamentals of Information Technology', Excel Books
6. Sahil Raj, 'Business Analytics', Cengage Publications

# **SEMESTER - III**

**ENTREPRENEURSHIP**

**Subject Code: MBADP1-301**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives:**

The aim of this course is:

1. To develop the entrepreneurial intent among students
2. To build the necessary competencies and motivation for a career in Entrepreneurship.

**Course Outcomes:**

After completing this course, the students will be able to:

1. Know the parameters to assess opportunities and constraints for new business ideas.
2. Analyzing problems through scanning environment and business scenario for finding innovative solution
3. Understand various funding opportunities available for start-up and new ventures
4. Develop leadership qualities across genders for economic and societal uplifting

**UNIT-I (15 Hrs)**

**Foundations of Entrepreneurship:** Concept, Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach, Reasons for The Failure of Entrepreneurial Ventures Role of Venture Capital, Angel Investors in Developing Entrepreneurship

**Forms of Business Organizations:** Sole Proprietorship, Partnership Firms and Private Companies, Public and Govt. Companies

**UNIT-II (12 Hrs)**

**Women Entrepreneurs:** Meaning, Role, Problems & Reasons for Less Women Entrepreneurs. Various Institutes & Govt Schemes To Help & Uplift Women Entrepreneurs. Case Studies for Successful Women Entrepreneurs

**Social Entrepreneurship:** Definition, Characteristics of Social Entrepreneurship, Role of Social entrepreneurs in solving social and entrepreneurial problems, Challenges and Opportunities for Social Entrepreneurship, CSR and Social Entrepreneurship

**UNIT-III (18 Hrs)**

**Business Opportunity Identification:** Business ideas, Methods of Generating Ideas, and Opportunity Recognition

**Feasibility Study:** Environmental Scanning, Competitor and Industry Analysis; Market Feasibility, Technical/Operational Feasibility, Financial Feasibility

**Preparing a Business Plan:** Meaning and significance of a business plan, components of a business plan, Drawing business plan; Preparing Project Report; Presenting Business Plan to investors.

**UNIT-IV (15 Hrs)**

**MSME- Small & Medium Enterprises - Small & Medium Industry:** Meaning and Importance -Definition of SME – Role & importance in India Economy, MSME Act

**Institutional support to Entrepreneurship:** Role of Central Government and State Government in Promoting Entrepreneurship, Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial

corporation (SFCs), Commercial Banks. Small Scale Industries Development Corporations (SSIDCs), National Small Industries Corporation (NSIC), SIDBI

**Recommended Books**

1. Vasant Desai, 'Management of Small-Scale Industries', Himalaya Publishing
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing
5. Satish Taneja, Entrepreneur Development ", New Venture Creation.
6. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill

**BUSINESS RESEARCH METHODS**

**Subject Code: MBADP1-302**

**L T P C**  
**4 0 0 4**

**Duration – 60 Hours**

**Course Objectives**

**The main aim of this subject is:**

1. To understand the process of formulating research problem, significance of review of literature and in-depth knowledge of various types of research designs
2. To explain various methods of data collection, Sampling, Scaling techniques and their practical implementation in Research.
3. To learn about the functional knowledge of Statistical tests (Correlation, Regression, t-test, Z- test, F- test, Chi – Square, ANOVA) in SPSS with examples
4. To understand about factor analysis and Cluster Analysis in Research projects.

**Course Outcomes**

**After the completion of this course students will be able to**

1. Develop an understanding about research problem, research design and their applications under different scenarios
2. Apply various kinds of experimental design, sampling and data collection techniques related to the underlying theoretical framework
3. Assess the reliability and validity of research techniques
4. Comprehend the hypothesis testing process and application of various statistical tools in research

**UNIT–I (15 Hrs)**

**Introduction to Research:** Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics

**Research Design:** Meaning, Types - Historical, Descriptive, Exploratory and Experimental

**Research Problem:** Necessity of Defined Problem, Problem Formulation, Understanding of Problem,

**Literature Review:** Identifying, Accessing and Managing Sources of Information and Scholarly Literature- Academic Writing and Referencing, Steps in Literature Review Development-Argumentation

**Design of Experiment:** Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.

**UNIT–II (15 Hrs)**

**Sources of Data:** Primary and Secondary, Validation of Data

**Data Collection Methods:** Survey, Questionnaire: Process of Questionnaire Design, Information Required , Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

**Sampling Design & Techniques** – Probability Sampling and Non Probability Sampling

**Scaling Techniques:** Meaning & Types

**Reliability:** Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

**Validity:** Content Validity, Criterion Related Validity and Construct Validity

**UNIT–III (15 Hrs)**

**Data Process Operations:** Editing, Sorting, Coding, Classification and Tabulation

**Analysis of Data:** Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Multiple Regression.

**Hypothesis:** Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error

**Testing of Hypothesis:** Steps of Hypothesis Testing, T-test, Z- test, Chi Square, F-test, ANOVA

**UNIT – IV (15 Hrs)**

**Multivariate Analysis:** Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling

**Report Writing:** Essentials of Report Writing, Report Format

**Research Proposal:** Purpose, Nature and Evaluation - Content and Format

**Practical Considerations** - Timelines, Budgets, Supervision Management, Presentation and Defence of proposals

**Statistical Software:** *Application of Statistical Softwares like SPSS, MS Excel, Eviews in Data Analysis*

**Recommended Books**

1. R.I Levin and D.S. Rubin, 'Statistics for Management', Pearson Education New Delhi, Seventh Edition
2. N.K. Malhotra, 'Marketing Research–An Applied Orientation', Pearson Education New Delhi, Fourth Edition
3. Donald Cooper, 'Business Research Methods', Tata McGraw Hill New Delhi
4. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers
5. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education New Delhi
6. C.R.Kothari, 'Research Methodology Methods & Techniques', New Age International Publishers, Second Edition.

**HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBADP1-303**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand meaning, roles and functions of Human Resource Management, meaning and process of HR Planning, Job Description, Job Specification, HRIS, Job Evaluation, Job Analysis, HRM and HRD
2. To understand the process of recruitment and selection, placement and induction, Training and Development, Career Planning, Coaching and Mentoring
3. To understand the meaning and concept of Performance Appraisal, Wage and salary administration, incentives and fringe benefits, promotion, transfer, separation, QWL, Health, safety, welfare, social security, job stress, counseling and monitoring, job satisfaction, morale and competency Mapping

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Implement knowledge on Industrial relations, collective bargaining and participative management.
2. Handle various grievances.
3. Understand the need of quality circles.
4. Understand HR Audit

**UNIT-I (20 Hrs)**

**Human Resources Management:** Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD –A Comparative Analysis, Human Resource Management practices in India. Line and Staff Responsibility of HR Managers, HR as a Factor of Competitive Advantage,

**Human Resource Planning:** Concept, Process, Importance and Methods. Human Resource Information System (HRIS)

**Job Analysis:** Job Description, Job Specification. Job Evaluation – Concepts and Methods

**UNIT-II (15 Hrs)**

**Recruitment & Selection:** Concept, Process & Methods of Recruitment & Selections. Induction & Placement

**Training & Development:** Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Training Need Analysis, Delivery Methodology, Evaluation, Capacity Building, Future of Training & Development. Career Planning, Coaching & Mentoring

**Internal Mobility:** Promotion, Transfer, Demotion, Separation, Downsizing, Outplacement

**UNIT-III (15 Hrs)**

**Performance Appraisal:** Concept, Methods, Issues and Ethics in Performance Appraisal, Potential Appraisal.

**Compensation Management:** Wage & Salary Administration: Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans, Bonus, ESOPs & Fringe Benefits.

**Quality of Work Life (QWL):** Concept, Development, Various Approaches and Techniques for improving QWL, Counselling and Monitoring, Morale and Productivity

**UNIT IV (10 Hrs)**

**Industrial Relations:** Concept, Importance and Difference between HR and IR.

**Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

**Employee Grievances and Their Resolution:** Model for Grievance Resolution Procedure, Fundamentals of Industrial Relations and Fundamentals of Labour Laws, Overcoming harassment at workplace

**Recommended Books**

1. Edwin B.Flippo, 'Personal Management,Tata',Mc Graw Hill
2. Bohlander, 'Snell &Vohra, Human Resource Management', Cengage Learning
3. Gary Dessler, 'Human Resource Management', McMillan
4. V.S.P.Rao,' Human Resource Management', Excel Books
5. C.B. Memoria, 'Personnel Management,'Himalaya Publications



**OPERATIONS MANAGEMENT**

**Subject Code: MBADP1-304**

**L T P C**  
**4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand the concept, functions, transformation process model of operation management, product design and development.
2. To understand the uses of production planning and control, facility layout and productivity.
3. To understand the significant role of quality management and acceptance sampling in production management.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Understand the role of operations on achieving various competitive capabilities.
2. Improving productivity and meeting customer's competitive capabilities.
3. Conduct investigations of complex problems through analyzing of information to provide valid conclusions.
4. Apply latest techniques for solving various complex business problems

**UNIT – I (18 Hrs)**

**Operations Management:** Concept, Functions, Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Nature of International Operations Management, Difference between Manufacturing and Service Operations

**Operations Strategy:** Operations Strategy, Competitive Capabilities and Core Competencies, Linkage between Corporate, Business, and Operations Strategy, Components of Operations Strategy, Global Strategies and Role of Operations Strategy

**UNIT – II (12 Hrs)**

**Facility Location** – Importance, Factors in Location Analysis, Location Analysis Techniques. **Facility Layout Planning:** Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Layout Planning

**Process Selection-** Project, Job, Batch, Mass and Process Types of Production Systems, Operations Management in Corporate Profitability and Competitiveness

**UNIT – III (15 Hrs)**

**Optimization Techniques:** Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Duality

**Assignment Problems:** Assignment problem: Solution using Hungarian Assignment Method. **Transportation Problems:** Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method

**UNIT – IV (15 Hrs)**

**Game Theory:** Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game

**Sequencing Problem:** Johnsons Algorithm for N Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and M Machines Problems

**Recommended Books**

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley, Latest edition
2. Chary, 'Production and Operations Management', Tata McGraw-Hill, Latest Edition
3. Krajewski & Ritzman, 'Operations Management', Pearson Education, Latest edition
4. Adam and Eben, 'Production & Operations', Prentice Hall, Latest edition
5. Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, 'An Introduction to Management Science', South-Western.
6. Taha, Hamdy A., 'Operations Research – An Introduction', Prentice-Hall of India Private Ltd., New Delhi.
7. Hillier, Frederick S. and Gerald J. Lieberman, 'Introduction to Operations Research', McGraw Hill India (Pvt) Ltd.

**BUSINESS STATISTICS RESEARCH LAB**

**Subject Code – MBADP1-305**

**L T P C**

**Duration: 60 Hrs**

**0 0 4 2**

**Course Objective**

**The main objective of this course is:**

1. To give insights about Managing spreadsheets
2. To teach data analysis techniques to students
3. To give practical exposure of applying Financial Tools in Spreadsheets and Statistical Softwares

**Course Outcomes**

**After completing this course, students will be able to**

1. Apply Statistical analysis in Minor project and Major Projects
2. Implement Financial Analysis in their project work
3. Handle various MS excel functions in spreadsheets
4. Manage various spreadsheet functions

**UNIT – I (15 Hrs)**

**Managing Spread Sheet:** Introduction, Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting and Hiding Worksheets, Grouping Worksheets Conditional Formatting,

**Date and Time Function:** Date, Day, Month, Year, Edate, Eomonth, Network days, Workday, Weeknum, Weekday, Hour, Minute, Second, Now, Today, Time

**Look Up Functions:** Data Validation, Advanced Range Names, V-LookUp, H-LookUp

**UNIT -II (15 Hrs)**

**Logical Function:** IF Function, Nested IF, CountIf, SumIf, IF with AND and OR, Average, Averagea, Averageif, Averageifs, Subtotal, Rand, Randbetween, Roundup, Rounddown

**Pivot Table:** Introduction, Create Pivot Table, Layout of Pivot Tables, Filtering Pivot Tables, Pivot Table Analysis, Proper Function, Trim Function,

**UNIT – III (15 Hrs)**

**Data Analysis:** What If Analysis, Goal Seek, Scenario Analysis

**Introduction to Financial Analysis:** PMT, NPV, IRR, Risk and Return, Volatility

**UNIT- IV (15 Hrs)**

**Statistical Analysis Tools:** Frequency Distribution, Graphs, Histograms, Descriptive Statistics, Normality of Data, Correlation and Regression Analysis, t-test, ANOVA, Forecasting, Chi Square, Factor Analysis.

**Use of Bibliography Softwares**

*Note: Students have to prepare a research report on their interest area (Finance, HR, Marketing etc.) Students will have to apply all research report components like Introduction, Review of literature, Research Methodology, Statistical Techniques (Learn in Business Statistical Research Lab), Findings etc. in the report. The students will have to give presentation of 15-20 minute on the research report.*

**Recommended Books**

1. Greg Harvey, 'Microsoft Excel 2016 All-in-One for Dummies, [Wiley Publications](#)
2. Lokesh Lalwani, 'Excel 2019 All – In – One' [BPB Publication](#)
3. Manisha Nigam, 'Data Analysis with Excel' [BPB Publication](#)
4. Paul McFedries, 'Excel 2016- Formulas and Functions' [Que Publication](#)