



MAHATMA GANDHI UNIVERSITY
NALGONDA -508254, TELANGANA STATE, INDIA

FACULTY OF BUSINESS MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT

MBA PROGRAMME
STRUCTURE AND SYLLABUS
Revised Rules and Regulations
Academic Year 2023-24 onwards

Faculty of Business Management
Department of Business Management
M.B.A. Syllabus – 2023-24

Year- I Semester - I

Sl. No.	Course Code	Course Title	HPW L T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 101	Management and Organizational Behavior	4	-	4	40 + 60
2.	MB 102	Managerial Economics	4	-	4	40 + 60
3.	MB 103	Marketing Management	4	-	4	40 + 60
4.	MB 104	Financial Accounting and Analysis	4	-	4	40 + 60
5.	MB 105	Statistics for Management	4	-	4	40 + 60
6. Elec	MB 106 A	Business Law and Environment	4	-	4	40 + 60
	MB 106 B	Managerial Communication				
	MB 106 C	IT Applications for Management				
7.	MB 107	Information Technology Lab - I (M.S. Office)	-	4	2	20 + 30
8.	MB 108	Business Communication Lab	-	4	2	20 + 30
Total Credits					28	

Year- I Semester - II

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 201	Human Resource Management	4	-	4	40 + 60
2.	MB 202	Financial Management	4	-	4	40 + 60
3.	MB 203	Business Research Methods	4	-	4	40 + 60
4.	MB 204	Operations Research	4	-	4	40 + 60
5.	MB 205	Operations Management	4	-	4	40 + 60
6. Elec	MB 206 A	Business Ethics and Corporate Governance	4	-	4	40 + 60
	MB 206 B	e-Business				
	MB 206 C	Customer Relationship Management				
7.	MB 207	Information Technology Lab - II (Statistical Tools using Excel)	-	4	2	20 + 30
Total Credits					26	
Total Credits at the end of Semester II					54	

Year- II Semester - III

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credit s	Max. Marks (CIE + SEE)
1.	MB 301	Entrepreneurship Development	4	-	4	40 + 60
2.	MB 302	Total Quality Management	4	-	4	40 + 60
3.	MB 303	International Business	4	-	4	40 + 60
4.	MB 304	Business Analytics	4	-	4	40 + 60
5. Splz	MB 305 M	Consumer Behavior (M)	4	-	4	40 + 60
	MB 305 F	Investment Management (F)				
	MB 305 H	Labor Laws and Employee Relations (HR)				
6. Splz	MB 306 MA / MB 306 MB	Product & Brand Management / Retail Marketing (M)	4	-	4	40 + 60
	MB 306 FA / MB 306 FB	Strategic Financial Decisions/ Financial Systems & Services (F)				
	MB 306 HA / MB 306 HB	Organizational Development/ Strategic Human Resource Management (HR)				
Total Credits					24	

Year- II Semester - IV

Sl. No.	Course Code	Course Title	HPW T	HPW P	Credits	Max. Marks (CIE + SEE)
1.	MB 401	Strategic Management	4	-	4	40 + 60
2.	MB 402	Supply Chain Management	4	-	4	40 + 60
3.	MB 403	Innovation Management	4	-	4	40 + 60
4. Splz	MB 404 M	Services Marketing (M)	4	-	4	40 + 60
	MB 404 F	International Finance (F)				
	MB 404 H	Performance Management (HR)				
5. Splz	MB 405 MA / MB 405 MB	Digital & Social Media Marketing / Rural Marketing (M)	4	-	4	40 + 60
	MB 405 FA / MB 405 FB	Financial Institutions & Services / Financial Risk Management (F)				
	MB 405 HA / MB 405 HB	Leadership & Change Management / Compensation Management (HR)				
6.	MB 406	Project Dissertation	-	-	4	100
7.	MB 407	Project Viva Voce	-	-	2	50
Total Credits					26	
Total Credits at the end of II Year					104	

HPW – Hours Per Week, CIE – Continuous Internal Exam, SEE – Semester End Exam

T- Theory, P - Practical

MBA Semester I

MB 101 - Management and Organizational Behavior

Course Objectives:

1. To introduce the concepts and theories of management
2. To analyse human perceptions and behaviour at workplace.
3. To offer insights into contemporary situations in organizational settings.

Unit-I: Evolution of Management Thought and Approaches

Nature of Management, Functions, Process, Managerial Roles & Skills, Approaches-Classical (Scientific Management, Administrative Management) - Behavioural Approach (Hawthorne Experiments) Decision Theory Approach-Systems & Contingency Approaches.

Unit-II: Design of Organisation Structure, Communication & Decision Making

Organisation structure & Design-Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control, Line & Staff. Communication-Types-Process-Barriers. Decision making-Concept-Process-Approaches-Techniques.

Unit-III: Introduction to Organisational Behaviour

Nature of Organization Behaviour-Significance, Foundations of Individual Behaviour- Personality, Big 5 Personality traits, MBTI, Kelly's Personal Construct Theory-Perception - Attribution-Attitude & Values-Learning-Transactional Analysis - Johari Window- Motivation- Content and Process Theories.

Unit-IV: Group Dynamics, Leadership and Emerging aspects

Nature of Groups - Importance of Groups and Teams-Types of Groups-Stages of Group Development-Group Cohesiveness-Group Behaviour -Effective Teamwork

Leadership- Styles, Theories. Power, Conflicts & Negotiation.

Organisation Culture & Climate-Cross Cultural approach, Emotions & Stress Management, Management of Change - Organisational Development-Organisational Citizenship Behaviour.

Suggested Readings:

1. Laurie J Mullins, "Management & Organizational Behavior", 7ed., 2006, Pearson.
2. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH, 2007.
3. Richard Pettinger, "Organizational Behavior", 2010 Routledge.
4. Stephen P. Robbins, Jennifer George and Gareth Jones, "Management and Organizational Behavior", Pearson Education Inc.
5. K. Aswathappa, "Organizational Behavior", Himalaya Publishing House
6. L. M Prasad, "Principles and Practices of Management", S Chand & sons
7. John M. Ivancevich: Organizational Behavior & Management, TMH, 2009
8. Jon L Pierce and Donald G. Gardner, "Management and Organizational Behavior", Cengage Learning India (P) Limited.
9. Richard L. Daft, "The New Era of Management", Cengage Learning India (P) Limited.
10. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.

MB 102 - Managerial Economics

Course Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Unit – I: Nature & Scope of Managerial Economics: Meaning, Nature and Scope, Managerial Economics with other Disciplines, Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept.

Unit – II: Demand & Supply Analysis: Basis for demand and supply. Market demand and supply functions and curves. Market equilibrium. Demand Sensitivity Analysis: Price, Income & Cross Elasticity of demand. Managerial applications of elasticity arc of demand.

Unit – III: Production Analysis: Production Function; Laws of diminishing returns to a factor. Returns to scale. Productivity Measurement, Output elasticity. Economies & Diseconomies of scale. Economies of scope. Learning curve, Break Even Point - Theory & Problems. Estimation of production function: Cobb Douglas and CES Production functions.

Unit – IV: Cost analysis: Economic & Accounting Costs. Role of time in cost analysis. Minimum Efficient scale, Firm size & plant size. Cost-volume Profit Analysis. Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Sophisticated market pricing: pricing discrimination–using coupons & rebates for price discrimination. Peak load pricing and two-part tariffs. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Suggested Readings:

1. H.L. Ahuja, Managerial Economics: Analysis of Managerial Decision Making, 2008, S. Chand Publications.
2. Allen, Weigelt, Doherty & Mansfield, “Managerial Economics - Theory, Application & Cases”, 2010, 7th Ed. Viva-Norton Student Ed.
3. Mark Hirschey, Log “Managerial Economics – An Integrative Approach”, Cengage Learning.
4. Dominik Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.
5. Geethika, Piyoli Ghosh, and P.R. Chaudhary “Managerial Economics”, 2008, Tata McGraw Hills, Delhi.
6. Robert Wasahik “Managerial Economics: A Strategic Approach”, 2010, 2nd Ed. Routledge Publications.
7. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
8. D. N. Dwivedi, “Managerial Economics”, 7th Ed Vikas Publishing.
9. Trunett & Trunett, “Managerial Economics”, 2009, 8th Ed Weiley India.
10. Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
11. Atmanand, “Managerial Economics”, 2009, Excel Publishing.
12. Sumitra Paul, “Managerial Economics”, 2008, Macmillan.
13. Joseph G. Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed. Pearson Ed.,

MB 103 - Marketing Management

Objective: The objective of this course is to make students Understand the concepts of marketing management, marketing strategies, and marketing planning & control programmes and apply these to a new or existing business.

Unit – I: Introduction to Marketing:

Origin of Marketing, Evolution of Marketing, Marketing Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Environment - Company's Micro and Macro Environment, Interface with other functional areas.

Unit – II: Marketing Strategies-I:

Market Segmentation, Market Targeting, Market Positioning, New Product Development, Decisions Involved in Product, Branding and Packaging, Product Line and Product Mix Decisions. Pricing Strategies, Product Life Cycle.

Unit – III: Marketing Strategies-II:

Competitive Strategies, Distribution Strategies and Promotional Strategies, Demand Measurement and Sales Forecasting Methods, Estimating the Current and Future Demand.

Unit-IV: Marketing Planning & Control:

Marketing Planning-Understanding Consumer Behavior, Seven Os Structure, Adoption Process, Services Marketing, Characteristics and Strategies of services marketing.

Marketing Control- Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit

Suggested Readings:

1. Kotler Philip, Gary Armstrong, Prafulla Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th Ed, Pearson Education Prentice Hall of India.
2. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2009, 1st Ed. Oxford University Press.
3. Roger J. Best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications
5. Tapan K Panda, “Marketing Management”. 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective- Indian Context Macmillan India Ltd.
7. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw Hill.

MB 104 - Financial Accounting and Analysis

Course Objectives:

1. To prepare, understand, interpret and analyse financial statements with confidence.
2. To appreciate and use financial statements as means of business communication.
3. To use analytical techniques and arrive at conclusions from financial information for the purpose of decision making.

Unit – I

Meaning & Definition of financial accounting–Scope of accounting science – Accounting as a Business information system; Accounting concepts and conventions, their implications on Accounting system; Double entry system–recording business transactions – Classification of Accounts – Accounting process–Accounting cycle - Primary entry (Journal proper)–Ledger posting - preparation of trial balance

Unit – II

Preparation and presentation of financial statements–Distinction between capital and revenue expenditure–Measurement of business Income, Profit and Loss account, Preparation of balance sheet; provisions of the Indian companies Act.

Unit – III

Depreciation concept– Causes & Methods of depreciation

Financial Statement Analysis–Ratio analysis–Rationale and utility of ratio analysis
Classification of ratios–Calculation and interpretation of ratios–Liquidity ratios, Activity / turnover ratios–Profitability ratios–leverage and structural ratios– common size statement analysis.

Unit-IV

Funds flow analysis–Concept of funds flow–Statement of changes in working capital Funds from business operations–Statement of sources and uses of funds–Advantages of funds flow analysis– Cash flow statement–Accounting standard 3 (AS3).

Suggested Readings

1. PK Jain and K. L. Narang, Financial Accounting & Analysis, Kalyani Publications.
2. S.N. Maheswari, Financial Accounting, IBH.
3. Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House.
4. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings.
5. Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. south western, Cengage Learning.
6. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial Accounting, Concepts, Methods and Applications”, 2009, Cengage Learning
7. Alic C Lee, John C Lee, “Financial Analysis, Planning & Forecasting”, 2009, 2nd Ed. Cambridge.
8. Grewal T.S., “Introduction to Accounting”, 2009, S. Chand Publishers.
9. N. Ramachandran, Ramkumar Kakani, “Financial Accounting for Management”, 2009, 2nd Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
10. Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House
11. Sudhindra Bhat, “Management Accounting”, 2009, 1st Ed, Excel Books.
12. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings

MB 105 - Statistics for Management

Course Objective: The objective of this course is to familiarise the students with basic concepts of statistics and its application in business.

Unit I: Statistics in business management, importance and scope of statistics; Summarizing statistics - Measures of central tendency and dispersion-its application in research analysis. (Theory only)

Probability concepts, probability definition, Probability types- marginal, joint and conditional probability.

Unit II: Probability theorems-addition, multiplication, Bayes theorem

Probability distribution - Introduction - Probability distribution function - Discrete Probability distributions - Binomial distribution - Poisson distribution Continuous probability distribution - Normal distribution

Unit III: Formulation of hypothesis and testing of hypothesis steps; Large sample test - Z test - Small sample test - t Test (Theory) - Application of Chi-square and ANOVA (Theory only)

Unit IV: Correlation-measuring methods-Karl Pearson-Spearman correlation coefficient Regression analysis - Linear Regression (2 variables); Introduction to time series and its application in business (Theory)

Suggested Readings:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010, 3rd Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
11. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications

MB 106 A - Business Law and Environment

Course Objectives:

1. To create awareness about business environment and law
2. To provide insights on various laws and acts which have an impact on business and Industry

Unit – I: Business Environment and Laws:

Nature and scope of business environment, Types of business environment – Economic, political, Govt. environment, Technological environment – consumer protection Act – introduction to consumer protection law in India – Consumer councils – Redressal Machinery –Rights of consumers – Consumer awareness. Pollution control Act – Pollution control law – Air, Water and Environment pollution control.

Unit - II: Law of Contract:

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

Unit - III: Laws relating to Special Contract:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instrument- Meaning, Characteristics, Types, Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing, Negotiation and Types of Endorsement, Dishonour of Negotiable Instruments.

Unit - IV: Companies Act:

Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Shareholders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

Suggested Readings:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. Paul Wetherly and Dorron Otter, “The Business Environment – Themes and Issues”, 2010, Oxford University Press.
5. Mc Kuchal, Vivek kuchchal, “Mercantile law”, Vikas Publishing House Pvt. Ltd.
6. K. Aswathappa, “Essentials of Business Environment”, 2009, HPH.
7. V. Ramakrishna Raju, “Business Laws and Economic Legislations”, 2005, HPH.
8. S.S Gulshan, Business laws, 2010, Excel Books.
9. Ravindra Kumar, “Legal Aspects of Business”, 2nd Ed. Cengage Leanings.
10. PPS Gogna, “ A text book of company law”, S.Chand.
11. Francis Cherunilam – Business Environment, Himalaya publications.

MB 106 B - Managerial Communication

Course Objectives: This course is intended to help the students to present themselves properly to the corporate world. It enables them to communicate formally highlighting their strengths. This course is intended to understand different methods of communication. To develop fundamental skills to thrive in today's fast-paced, complex business world. To impart the correct practices of the strategies of Effective Business writing.

UNIT - I: Communication – Role of communication, Types of communication, Barriers of communication, Surmounting barriers of communication, Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

UNIT - II: Report Writing & Business Letters – Report Writing - What is a report, Importance of Reports, Types of reports, Characteristic of good report, Structure of Reports. Business Letters - Structure and Format of Business Letter, Types of Business Letters, Writing Cover letters, Letters for enquiry, Offer, Order, Purchase and Complaint.

UNIT - III: Interview, Group Discussion, Meetings and Agenda – Writing Applications for Jobs, Preparing CV, Preparing for Interviews, Preparing for Group Discussion. Meetings - Types of Meetings; Importance of Business Meetings; Different Types of Business Meetings - Developing agendas and Writing Minutes.

UNIT -IV: Media Relation – Building better relations with media. Investor/Stakeholder relations, Managing government relations – ways and means of managing governing power. Crisis communications – Do's and don'ts in the sake of a crisis. Approaches to negotiation.

Suggested Readings

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th Ed. New York, McGraw-Hill.
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill
8. Krizan, Merrier, Logan and Williams, "Effective Business Communications", 2008 Cengage Learning.
9. Paul R.Timm, "Straight Talk: Written Communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional Communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

MB 106 C - IT Applications for Management

Course Objectives:

1. To provide insights into the fundamentals of computers as business tools
2. To study the role and Value addition of Information Technology in business

Unit-I: Information Systems and Management: Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Categories of IS, Management Levels and Functional Systems; Manufacturing and Production, Sales and Marketing Systems, Accounting and Finance, and HR Systems

Information Systems Planning and Development: Systems Planning - Traditional system development lifecycle (SDLC) - alternate methods for system development.

Unit-II: Communications and Networks: Definition, Introduction to Networks, Types of Networks, Network Topologies, Components of Networks, Internet, Intranet, Extranet, Search Engines, Data Communication, Teleconference, Web Conferencing platforms, Types of Data Bases.

Unit-III: Security and Ethical challenges in IT: Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

Unit-IV: Emerging Trends in IT: Global Information Systems, Artificial Intelligence, Intelligent Systems, Machine Learning, Robotics, Virtual Reality, Internet of Things (IoT), Mobile Apps and Computing, Data Analytics, Big Data, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT), E-Commerce Overview- E-commerce Applications, M-Commerce Services & Applications, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid Computing (Definitions only).

Suggested Readings:

1. Ken Laudon, Jane Laudon & Rajnish Dass, “Management Information System”, 11nd Ed. Pearson.
2. Lucas, Henry C. Jr. “Information Technology for Management”, McGraw Hill Education.
3. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, Wiley
4. Anita Goel, “Computer Fundamentals”, Pearson Publishing
5. B. Muthukumaran, “Information Technology for Management”, Oxford
6. Westerman, George, et al.,” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
7. Williams, B. K., & Sawyer, S. C., “Using Information Technology: A Practical Introduction to Computers & Communications”, McGraw Hill Education.
8. Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies.
9. Alex Leon & Mathew Leon, “Fundamentals of Information Technologies”, 2009, Leon Vikas, 2nd Ed.

MB 107 - Information Technology Lab - I

(M.S. Office)

Course Objective:

To enable students to develop proficiency in using certain components of the M.S. Office package includes MS Word, MS PowerPoint, MS Excel, and MS Access

Unit- I: MS-Word - Creation of Document- Format Document-Text editing and saving- Organising information with tables and outlines, Lists, Page numbers, Inserting Graphs, Pictures, Watermarks, Endnotes, Footnotes, Citations, Table of Contents, Protecting Documents, Creating Mailing List and Mail Merge, Publishing documents on Web.

Unit II: MS PowerPoint- Creation of slides-Use of templates and slide designs for creating powerpoint slides- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

Unit- III: MS Excel- Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts. Use of Financial Tools-Use of other functions in Excel for data analysis.

Unit IV: MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

Suggested Readings

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL", Mc- Graw Hill
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers - Based on Windows Office XP", Second Edition - Vikas Publishing House.
5. P.Sudharsan & J.Jeyaalan, "Computers Systems & Applications", Jaico Student Edition - Jaico Publishing House.
6. D.P.Apte, "Statistical Tools for Managers- Using MS Excel", Excel Books

MB 108 - Business Communication Lab

Course Objectives:

1. To equip the students with written and oral communication techniques in business scenarios.
2. To develop interpersonal communication skills for collaboration and team dynamics among students.
3. To analyze and critique communication strategies in real-world business cases.

Unit I: Introduction to Business Communication: Communication Process, Types, Barriers; Technology in Business Communication: Virtual Meetings- Etiquette, Preparation and Participation; Ice-breaking activities to foster a collaborative learning environment.

Unit II: Written Communication Skills: Crafting effective business emails: etiquette, tone, and formatting. Writing professional memos and reports -Memos, Minutes, Notice, Circulars; Business Reports and Proposals- Steps in writing Business reports; Peer review and editing exercises for written documents.

Unit III: Oral Communication Skills: Developing confident speaking skills for various business situations. Structuring and delivering concise and impactful presentations- Seminar Presentations, Reading Business Magazines and News Papers, Extempore Practice sessions with feedback from peers and instructor.

Unit IV: Interpersonal Communication: Understanding nonverbal communication cues. Active listening techniques and empathy in business interactions. Role-playing exercises for conflict resolution and negotiation, Group Discussion.

Suggested Readings:

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers,6e,2019.
4. Ober Newman, Communicating in Business, Cengage Learning, 2015.
5. Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
7. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.

MBA Semester II

MB 201 - Human Resource Management

Course Objectives:

1. To develop an understanding of Human Resources
2. To provide insight on various approaches and practices of Human Resource Management.
3. To provide Skills and abilities to identify potential employees and evaluate competencies.

Unit-I: HRM Evolution

Introduction of HRM, HR Role and Responsibilities, Functions of HRM, HRM Models, Human Capital Management, Aligning HR Strategy with Corporate Strategy, HRIS, e- HRM, HRMS, HR Analytics, Interactive HR dashboards, Competency framework for HR, Value driven HRM Approach, Innovative HR Practices, Green HRM, Strategic HRM, International HRM, Recent Trends in HRM.

Unit-II: Human Resource Planning

Human Resource Planning, Recruitment and Selection, Cohort Analysis, Yield Ratio Analysis, Induction, Job Analysis, Competency Modelling, Job Design, Job Evaluation, Nature of Compensation-Types of Compensation- Towers Perrin Model of Total Reward, Attrition, Retention Strategies.

Unit-III: Human Resource Development

Training need analysis, On-the Job Training: Job Instruction, Job Rotation, Apprenticeship, Demonstration, Psychodrama and Role Play, Off-the Job Training: Vestibule, Simulation, Case Study, Design thinking, Behaviour Modelling, Business games, Adventure And Action Learning, HR Accounting- Models(Lev& Schwartz, Flamholtz, Morse, Likert, Ogan's), HR Audit- Model (Phillip ROI Model), Career Planning and Development

Unit-IV: Performance Management and Industrial Relations

Organizational model of Performance Management, Performance measures criteria, Approaches to measuring Performance, Knowledge Management, Talent Management, Employee Engagement and Work Life Balance

Industrial Relations-Concept, Importance, Trade Unions, Industrial Disputes, Machinery for settlement of Disputes, Employee Grievance handling and Discipline, Workers Participation in Management.

Suggested Readings:

1. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
2. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
3. Decenzo A. David and Stephen Robbins – Human Resource Management, John Wiley & Sons.
4. P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations", 2014, HPH
5. Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright: Human Resource Management, Tata McGraw Hill.
6. Dessler Gary, 2006, Human Resource Management, 10th Edition, Pearson / Prentice Hall of India.
7. Aswathappa, 2006, Human Resource Management, 4th Edition , TMH.
8. Arun Monappa , " Industrial Relations" TMH
9. Gomez Mejia et.al, "Managing Human Resource", 2010, PHI.
10. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.

MB 202 - Financial Management

Course Objectives:

1. To understand the various uses for finance and
2. To familiarize oneself with the techniques used in financial management.

Unit – I

The Finance function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value.

Unit-II

Capital Budgeting – Nature of Investment Decisions –Investment decision process- Project generation, project evaluation, project selection and project implementation - Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

Unit-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit –Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

Unit- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends.

Management of Working Capital – Sources of Working capital - Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements

Suggested Readings:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10th Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
6. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
7. Sudershana Reddy, “Financial Management”, 2010, HPH.
8. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

MB 203 - Business Research Methods

Course Objectives:

1. To help students get acquainted with research methodology.
2. To impart Data collection and Data Processing Methods.
3. To impart Report writing skills to build better business models.

Unit – I: Introduction to Business Research: Meaning and Objectives of Research – Concept of Business Research – Need and Role of Business Research in Managerial decision making. Types of Research – Research Design and Classification of Research Designs. Stages in Research Process. Identification of Research problem and Hypothesis Formulation.

Unit – II: Research Methodology: Data Collection – Sources of data/information, Methods of Data Collection. Sampling – Sampling Design, Sampling Methods, Measurement and Scaling – Concept and Types of Scales – Reliability and Validity of a Scale, Questionnaire Design.

Unit – III: Data Analysis: Preparation of data for processing -Editing, Coding and Tabulation. Data Analysis - Tools – Parametric Vs Non-Parametric tests - Mann- Whitney U test, Wilcoxon Signed Rank Test, Kolmogorov–Smirnov test, Kruskal Wallis test, Multivariate Analysis (MVA) – Application.

Unit – IV: Report Writing: Report Preparation - Different Types of Reports – Contents of Report -Essentials of a Good Report, Concepts of a Report, Report Presentation. Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing.

Suggested Readings:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Bordens, K. S. and Abbott, B. B., Research Design and Methods - A Process Approach, New York, McGraw-Hill.
6. Green & Tull, Research for Marketing Decisions, Tata Mc Graw Hill, New Delhi.
7. G. C. Beri, Marketing Research, Pearson Education, New Delhi.
8. Kothari, Research Methodology, S. Chand Publication, New Delhi

MB 204 - Operations Research

Course Objective: The objective of this course is to acquaint the student with the applications of Operations Research in business and to help them to grasp the significance of analytical techniques in decision making.

Unit – I Introduction to OR: Origin, Nature, definition, Managerial applications and limitations of OR.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP,

Solution to LPP by the Graphical method, Exceptional cases, Solution to LPP Simplex Method (Formulation of simplex table and practical problem without degeneracy).

Unit – II Transportation Problem (TP): Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test.

Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, Travelling salesman problem, Managerial applications of AP and TP.

Unit – III Network Analysis: Network fundamentals- scheduling the activities - Fulkerson's Rule –CPM -determination of ES and EF in the Forward Pass-LS and LF in backward pass, determination of Critical Path, PERT Analysis, Applications of CPM and PERT.

Unit – IV Queuing Theory: Concepts of Queue, Types of Queuing models- deterministic Queuing models - Probabilistic Queuing Model –mixed Queuing model (Theory only). Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

Game Theory: concepts, saddle point, Dominance rule, Types of strategy - pure and mixed, graphical solutions for (m x 2) and (2x n) games.

Suggested Readings:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", 2010, 8th Ed. TMH.
10. Prem Kumar Gupta & others, "Operations Research", 2010, S. Chand.
11. K.K.Chawla, Vijay Gupta, Operations Research, Kalyani Publications, 2008

MB 205 - Operations Management

Course Objectives:

1. To provide understanding of the concepts of production and operations management in an organization and analytical methods.
2. To provide an understanding of plant location and layout.
3. To help understand the Process and factors that influence scheduling.
4. To impart knowledge of various aspects of inventory management

Unit - I: Introduction to Operations Management: Introduction to Operations Management - Objectives and characteristics of Operations Management, Production Management vs Operations Management, Process Technologies.- Project, Job Shop, Assembly, batch and Continuous. Interface with other functional areas of Management, Plant Capacity, Plant layout, plant Location.

Unit - II: Operations Planning & Quality Management: Production Planning and Control, Scheduling, Product Sequencing- Sequencing of products with simple problems. Standards and specifications, Quality Assurance, Quality Circles. Statistical Quality Control –Control Charts for Variables- Average, Range and S.D, Control charts for Attributes- Fraction Defective and Number of Defects, Concept of TQM.

Unit - III: Productivity Improvement: Importance of Productivity, Measurement of Productivity, Acceptance Sampling, Work Study - Importance, Objectives, Advantages. Methods Study, Work measurement, Time Study. Maintenance Management - Objectives and Types.

Unit -IV: Inventory Management: Importance, Objectives, Economic Order Quantity. Inventory Analysis Methods - ABC, VED and FNSD analysis. Value Analysis. Stores Management - Requirements for efficient Management of Stores, Safety Stock, Reorder Level.

Suggested Readings:

1. I.K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
2. S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
3. Jay Heizer, Barry Render, Operations Management, 11e, 2016, Pearson.
4. Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
5. Ajay K. Garg, Production and Operations Management, TMH, 2012.
6. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
7. B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010

MB 206 A - Business Ethics & Corporate Governance

Course Objective:

The objective of this course is to understand ethical practices in business and the need for and importance of corporate governance and CSR in Business.

Unit I: Business Ethics The Changing Environment: Business Ethics - levels of Business Ethics. Five Myths about Business Ethics - stages of Moral development, Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics.

Unit II: Professional Ethics. Introduction to Professional Ethics - Ethics in Production and Product Management - Ethics of Marketing Professionals - Ethics in HRM - Ethics of Finance and Accounting Professionals - Ethics of Advertisement - Ethics of Media Reporting - Ethics of Healthcare Services - Ethical issues.

Unit III: Corporate Governance Meaning, Purpose – Theories and Philosophies of Corporate Governance Corporate Governance Structures: Directors, Committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – Social Development.

Unit IV: Corporate Governance: Importance of Corporate Governance – Corporate Governance in India - Board Structures Processes and Evaluation - Director Independence – Board committees, Indian model of Corporate Governance.

Suggested Readings:

1. A.C. Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
2. C.S.V. Murthy: Business Ethics, Himalaya Publishing House, 2012.
3. N. Balasubramanian: Corporate Governance and Stewardship, TMH, 2012.
4. Joseph W. Weiss: Business Ethics, Thomson.
5. Laura P Hartman, Perspectives in Business Ethics, Tata McGraw Hill.
6. Biswanath Ghosh, Ethics in management and Indian Ethos, Vikas
7. Bob Tricker, Corporate Governance, Oxford

MB 206 B - e-Business

Course Objective: This course is designed with the objective of defining the nature and scope of e-business technologies along with a brief history of their development and implementation. The course familiarizes students with the way e-business technologies can be applied within business firms. This subject considers the organizational dimension of e-business implementation in order to reflect the likely nature of future challenges and opportunities.

Unit I: Introduction to E-business - Definitions and concepts of E-business, Evolution of E-business, Importance of E-business in the modern business landscape. E-business Models: B2B (Business-to-Business) E-commerce, B2C (Business-to-Consumer) E-commerce, C2C (Consumer-to-Consumer) E-commerce, E-marketplaces and online intermediaries. Infrastructure Components, ISP Backbones – Internet technologies and protocols, Internet Applications, Extranet Applications, Software Applications.

Unit II: Developing E-Business Strategy- Marketing: Digital marketing strategies and social media marketing, Internet Advertising – E CRM: Meaning, Technology for CRM and Application – E Procurement: Meaning, Drivers, Risks and implementation – E SEM: Meaning, Focus and implementation – E Payment Systems: Pre and Post-paid payments systems – e-cash, Payment security and fraud prevention, E Commerce Law.

Unit III: E Security Website – Types, Webpage designing, User Interface (UI) and User Experience (UE) Principles. Web hosting and domain registration, Website design, Webpage development tools, Testing and Evaluating Website.

Unit IV: E-business Operations: - Supply chain management in E-commerce, Inventory management and fulfilment, Customer relationship management (CRM) systems. E-business Analytics: Data analytics for E-business decision-making, Key performance indicators (KPIs) and metrics, Predictive analytics and customer profiling

Suggested Readings:

1. Dave Chaffey and Tanya Hemphill, "Digital Business and E-Commerce Management", Pearson.
2. Kenneth C. Laudon and Carol Traver, "E-commerce 2020: Business, Technology, Society" Pearson Education.
3. Abhijit Chaudhury and Jean-Pierre Kuilboer, "E-Business and E-Commerce Infrastructure", Mc- Graw Hill
4. Steve Krug, "Don't Make Me Think, Revisited: A Common Sense Approach to Web Usability" Pearson Education
5. Ryan Deiss and Russ Henneberry, "Digital Marketing for Dummies" Wiley
6. Sunil Chopra and Peter Meindl, "Supply Chain Management: Strategy, Planning, and Operation" Pearson.
7. Alexander Osterwalder and Yves Pigneur, "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers", Wiley

MB 206 C - Customer Relationship Management

Course Objectives:

1. To Explain the meaning, application and benefits of CRM
2. To Understand the implementation of CRM Best Practices
3. To Learn how to build Long term Customer relationships

UNIT – I: Evolution of Customer Relationship: CRM – definition, Emergence of CRM Practice, Factors responsible for CRM growth. CRM process, CRM cycle, framework of CRM, Benefits of CRM, Types of CRM

UNIT – II: CRM Concepts & Performance Metrics: Customer Value, The Value Pyramid, Customer Expectation and Perception, Customer Satisfaction – Customer Profiling, Customer Centricity, Customer Acquisition, Customer Lifetime Value, Customer Retention. Customer Loyalty, Customer Equity, Customer Profitability. Customer Experience Management, Customer Satisfaction Measurements, Customer Life Cycle Management, Customer Touch Point, Performance metrics of CRM.

UNIT – III: CRM: Plan and Strategy: Steps in planning- Building Customer Centricity, CRM Objectives, Defining Data Requirement, Planning Desired Output, Relevant issues while planning the Output, Elements of CRM plan. CRM as a Business Strategy, The Development Process, Customer Strategy Grid.

UNIT – IV: CRM Implementation & Application: Analytical/technological tools for CRM, E-CRM, Data Mining and Warehousing, Market Basket Analysis (MBA), Click Stream Analysis, Personalization and collaborative Filtering. CRM implementation Roadmap, Operational issues in CRM. Application of CRM in Business Markets – Health services, Financial Services, Insurance, Aviation and Retail.

Suggested Books

1. Githa Heggde and G., Shainesh (Eds.) ‘Social Media Marketing: Emerging Concepts and Applications’, Palgrave Macmillan.
2. G. Shainesh and Jagdish N. Sheth Customer Relationship Management - A Strategic Perspective, Trinity Press, Laxmi Publications
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh (Eds.), Customer Relationship Management – Emerging Concepts, Tools and Applications, McGraw Hill Education.
4. Francis Buttle, “CRM: Concepts and Technologies”, Elsevier, a division of Redd Elsevier India Pvt Ltd.
5. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases, PHI
6. Mukesh Chaturvedi, Abhinav Chaturvedi, “Customer Relationship Management: An Indian Perspective”, Excel Books.
7. K Govind Bhat, “Customer Relationship Management”, HPH.

MB 207 - Information Technology Lab –II

(Statistical Tools using Excel)

Course Objectives:

1. To highlight the importance of application of Statistical tools to Research Problem / Projects.
2. To enable the practice of MS- EXCEL
3. To highlight the importance of statistical analysis for better decision making.

Unit – I: Introduction to MS – EXCEL: Uses, Functions and Features Getting started with Excel, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function

Unit – II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort, Using and Formatting Tables, Basic Formulae and Use of Functions, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit – III: Data Analysis – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation and Regression Lines

Unit – IV:, Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes. Time series: Forecasting Method of Least Squares, Moving Average Method, Inference and Discussion of Results.

Suggested Readings:

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
6. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009
7. Michael Alexander, Jared Decker & Bernard Wehbe, “Microsoft Business Intelligence Tools for Excel Analysts” 1st Edition, Wiley
8. Shelly, MS Office, 2007, Cengage, 2009.