MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE

MADANAPALLE

(UGC-AUTONOMOUS)

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DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations (R24)

Course Structure

And

Detailed Syllabi

For the students admitted to

M.B.A. Regular Two Year P.G. Degree Programme from the academic year 2024-25

MASTER OF BUSINESS ADMINISTRATION

Course Structure

For the students admitted to
Master of Business Administration from the academic Year
2024-25 batch onwards

VISION AND MISSION OF THE INSTITUTION

Vision

To become a globally recognized research and academic institution and thereby contribute to technological and socio-economic development of the nation

Mission

To foster a culture of excellence in research, innovation, entrepreneurship, rational thinking and civility by providing necessary resources for generation, dissemination and utilization of knowledge and in the process create an ambience for practice-based learning to the youth for success in their careers.

VISION AND MISSION OF THE DEPARTMENT

Vision

To become a globally recognized center of excellence in the area of management by building managerial competencies among the students and making them global business leaders. Further the department aspires to prepare them to become visionary leaders with new perspectives, thinking and ideas.

Mission

M1: Empower students with ability to face real time situations and thereby inculcate the spirit of entrepreneurship

M2: To facilitate industry driven learning amongst students and faculty

M3: To provide a platform for knowledge creation and dissemination through requisite infrastructure to benefit students, staffs, research community, and society at large

M4: To contribute to the socio - economic development of the society through excellence in research and teaching

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

The MBA graduates will be able to:

PEO1: Graduates of the programme will have successful careers as managers and business leaders

PEO2: Graduates of the programme will display a sense of professionalism, ethical attitude, effective communication skills, multidisciplinary approach with a strong insight to address socio-cultural issues.

PEO3: Graduates of the programme will continue to learn and adopt to the changing world of business with a strong focus on R&D

PROGRAM OUTCOMES (POs):

The MBA graduate will have ability to

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Apply emerging tools, techniques and resources to manage an organization.

PO7: Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.

PO8: Recognize the need for and have the preparation and ability to engage in independent and life- long learning in the broadest context.

MBA - I YEAR I SEMESTER

S.No	COURSE CODE	I YEAR I SEMESTER COURSES	L	T	P	C
1	24MBAP101	Management Perspectives and Organizational Behaviour	4	0	0	4
2	24MBAP102	Managerial Economics and Business Environment	4	0	0	4
3	24MBAP103	Accounting for Managers	3	1	0	4
4	24MBAP104	Business Statistics for Managers using SPSS	3	0	2	4
5	24MBAP105	Design Thinking	4	0	0	4
6	24MBAP106	Indian Ethos and Business Ethics	2	0	0	2
7	24MBAP601	**Skill Enhancement Course-I** Corporate Communication	2	0	2	3
8	24MBAP602	**Skill Enhancement Course-II** Data Analytics Using Excel	2	0	2	3
Sub Total			**24**	**1**	**6**	**28**

MBA - I YEAR II SEMESTER

S.No	COURSE CODE	I YEAR II SEMESTER COURSES	L	T	P	C
1	24MBAP107	Business Analytics	3	0	2	4
2	24MBAP108	Financial Management	3	1	0	4
3	24MBAP109	Marketing Management	3	0	0	3
4	24MBAP110	Production and Operations Management	3	1	0	4
5	24MBAP111	Human Resource Management	3	0	0	3
6	24MBAP112	Business Research and Econometrics	3	0	2	4
7		Generic Elective – I	3	0	0	3
8		Open Elective	3	0	0	3
9	24MBAP701	Comprehensive Viva - I	0	0	2	1
10	24MBAP702	Rural Immersion Project	0	0	2	1
11		Audit Course	2	0	0	0
Sub Total			**26**	**2**	**8**	**30**

MBA - II YEAR I SEMESTER (Tentative)

S.No	COURSE CODE	II YEAR I SEMESTER COURSES	L	T	P	C
1	24MBAP115	Operations Research	3	1	0	4
2	24MBAP116	Strategic Management	3	0	0	3
3		Generic Elective – 2	3	0	0	3
4		Generic Elective – 3	3	0	0	3
5		Major – I	3	0	0	3
6		Major – II	3	0	0	3
7		Major – III	3	0	0	3
8		Minor– I	3	0	0	3
9		Minor - II	3	0	0	3
10	24MBAP703	Mini Project/Internship	0	0	4	2
Sub Total			**27**	**1**	**4**	**30**

MBA – II Year II Semester (Tentative)

S.No	Course Code	II Year II SEMESTER COURSES	L	T	P	C
1		Generic Elective – 4	3	0	0	3
2		Major– IV	3	0	0	3
3		Minor - III	3	0	0	3
4	24MBAP704	Comprehensive Viva - II	0	0	2	1
5	24MBAP705	Comprehensive Project Work	0	0	8	4
Sub Total			**9**	**0**	**10**	**14**
Grand Total						**102**

L= Lecture hours, T= Tutorial hours P= Practical hours, C=Credit

However, for candidates opting for Major / Minor in Analytics specialization, all courses shall follow L-T-P-C as 2-0-2-3 respectively

LIST OF GENERIC ELECTIVE COURSES

GENERIC ELECTIVE 1		
S.No	**Course Code**	**Course Name**
1	24MBAP501	Management Information Systems
2	24MBAP502	Software Project Management
3	24MBAP503	E-Commerce and Digital Markets
4	24MBAP504	Managing Digital Innovation and Transformation

LIST OF AUDIT COURSES

S. No.	Course Code	Course Name	Offered by the Department of	Prerequisite Course Code / None
1.	24MBAP901	Soft Skills	MBA	None
2.	24ENGP901	Creative Writing	English	None
3.	24ENGP902	Effective Public Speaking	English	None

LIST OF OPEN ELECTIVES

To be offered in Conventional mode				
S. No.	**Course Code**	**Course Name**	**Offered by the Department of**	**Prerequisite Course Code / None**
1.	24MEP301	Total Quality Management	Mechanical Engineering	None
2.	24CSEP301	Multimedia Technologies	CSE	None
3.	24CSEP302	Data Analysis using R	CSE	None

I Year I Semester

MBA I Year I Semester

24MBAP101 MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOUR

L	T	P	C
4	0	0	4

Course Prerequisite: None

Course Objectives:

1. To understand the fundamentals of management and its ethical and social obligations.
2. To explain the dimensions of the planning-organizing-leading-controlling (P-O-L-C) framework.
3. To describe how individual personality and behaviour impacts the typical contemporary work experience
4. To understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations
5. To explain the impact of stress, organizational culture and climate on organizational performance

UNIT I FOUNDATIONS OF MANAGEMENT 12 hours

Concept and Evolution of Management -Thoughts Different Schools of Thoughts; Classical; Behavioral Science Approach; Systems Approach; Contingency and Modern Theories. Comparative Management Styles and approaches - Japanese Management Practices vs American Management Practices. - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations Management Levels; Managerial Roles and Skills; the role of managers at hybrid workplace and challenges Ethics and Social Responsibilities of Business.

UNIT II MANAGERIAL FUNCTIONS 12 hours

Process – Problems – Components – Planning – Making It Effective. Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation Decision Making – Process – Techniques.; Organization- as a process and structure, Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Types of Organization Structures; Line & Staff, Functional, Divisional, Matrix and Network; Departmentations, Controlling- Process, types and techniques.

UNIT III INDIVIDUAL BEHAVIOUR 12 hours

Concept, Nature and scope; Understanding Human Behaviour: Personality:, Traits and types(JohariWindow); Perception: Factors and Process, Attitude Learning – Theories and applications in organizations, Motivation – Concept, Nature and Process, Theories of Motivation: Need Priority Model, Two Factors, Porter and Lawler model, Victor Vroom's expectancy theory.

UNIT IV GROUP BEHAVIOUR 12 hours

Groups –Types of groups, Formation of Groups, Group norms, Cohesiveness and Group effectiveness. Conflict, Types of Conflict and Conflict Resolution (Transactional Analysis). Leadership- Leadership styles, Likert's System theory, Managerial Grid, 2 D and 3D theories, Women Leadership in India, Contemporary issues in Leadership

UNIT V ORGANIZATIONAL BEHAVIOUR 12 hours

Management of stress; potential sources, consequences and coping strategies, **Stress as a motivator, Work life balance** organizational culture,concept, types of culture, organizational climate VS organizations culture, factors contributing towards creating and sustaining culture.

Course Outcomes:

1. Apply theoretical models and concepts to current management practices, problems and issues; and to use critical reflection to gaindeeper understanding of issues.
2. Analyze major environmental and social pressures and challenges facing managers today; andreflect the same in the planning, organizing, leading, and controlling of the managerial activities.
3. To analyze and compare different models used to explain individual behavior related to motivation and reward
4. Assess and design the elements of group behavior including group dynamics, communication,leadership, power & politics and conflict & negotiation.
5. Critically evaluate and create a suitable organizational culture devoid of stress, conflict

(Relevant Case Studies to be discussed)

Text Books:

1. Essentials of Management, Harold Koontz, Heinz Weihrich ,Mark V Cannice,2020

2. Management, Stephen P. Robbins, Mary Coulter, Agna Fernandez, Pearson Education, 2018

3. Organizational Behaviour, Fred Luthans, McGraw Hill, 2017

Reference Books:

1. Organizational Behaviour :Human Behaviour at Work, – John W. Newstrom, Tata McGraw Hill,2017

2. Organizational Behaviour –Text and cases by Aswathappa, 12th revised edition, Himalaya publication

3. Essentials of Management, Harold Koontz, Heinz Weihrich ,Mark V Cannice,2020

4. Behavior in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education,2010

5, Management and Organizational Behaviour, Subbarao P, Himalaya Publishing House,2017

6. Organizational Behaviour, Sarma, Jaico Publications,2009

7. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI,2009

8. Organizational Behaviour, Kavita Singh, Pearson 2010

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP102 MANAGERIAL ECONOMICS AND BUSINESS ENVIRONMENT

L	T	P	C
4	0	0	4

Course Objectives:

1. To enable students to apply economic concepts and optimization tools in business decision-making.
2. To analyze demand and supply theories and forecast demand using various techniques.
3. To examine production and cost concepts for optimal decision-making.
4. To understand the influence of monetary, fiscal and industrial policies on business environment
5. To assess economic activity and opportunities using key economic indicators

UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS 12 hours

Economics: Nature, Scope, and Significance - Relationship with Other Areas: Production Management, Marketing, Finance, and Personnel - Role of Managerial Economist in the Modern Business World - Objectives of the Firm and introduction to Optimization Techniques - Economic Principles: Opportunity Cost, Incremental Concept, Scarcity, Marginalism, Equi-Marginalism, Time Perspective, Discounting Principle, Risk, and Uncertainty

UNIT II THEORY OF DEMAND AND SUPPLY 12 hours

Demand Analysis: Significance, Determinants, Demand Functions, Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand (Types) - Demand Forecasting: Need and Techniques – Supply Analysis: Supply Function, Law of Supply, Elasticity of Supply

UNIT III MARKET STRUCTURE AND PRICING PRACTICES 12 hours

Competitive Situations: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly (Short Run and Long Run) - Pricing Methods: Cost-Based, Demand-Based, Competition-Based, Other Pricing Methods - Break-Even Analysis: Meaning, Assumptions, Determination, Limitations, Uses in Managerial Decisions (Simple Problems)

UNIT IV OVERVIEW OF THE BUSINESS ENVIRONMENT 12 hours

Business environment: Definition and Components - Need and importance of environmental analysis – PESTEL analysis - Economic Environment: Economic Systems – Monetary Policy – Fiscal Policy Industrial policies

UNIT V GLOBAL BUSINESS ENVIRONMENT AND ECONOMIC INDICATORS **12 hours**

Global Business Environment: Introduction to Globalization – Trade theories - Balance of Payments - Trade Policies and Agreements: WTO, Trade Blocs, Bilateral and Multilateral Agreements - National Income: Concepts and Measurement (GDP, GNI, GNP, Per Capita Income) - Inflation: Concept, Types, Causes - Key Economic Indicators: Consumer Price Index, Employee Cost Index, and Their Significance – Business cycle: concept and stages

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

1. Understand and apply economic concepts for optimal resource utilization in business.
2. Determine demand and supply elasticity and utilize forecasting techniques in decision-making
3. Analyse various market structures and adopt appropriate pricing methods.
4. Evaluate the impact of different industrial polocies on business environment and take appropriate decisions
5. Assess the effects of global economic policies and indicators on business operations.

Text Books:

1. Mehta, P.L (2016): Managerial Economics, Analysis, Problems, and Cases, S. Chand & Co

2. Hirschey, Mark (2009), Fundamentals of Managerial Economics, 9th edition, Cengage Learning

3. Gupta, G (2017), Managerial Economics, TMH

4 Damodaran, Suma (2010): Managerial Economics, Oxford

5 Cherunilam, Francis (2021): Business Environment, Himalaya Publishing House

Reference Books:

1. Dean, Joel: Managerial Economics, PHI, New Delhi

2. D.N. Dwivedi, Managerial Economics, Vikas, New Delhi

3. Trivedi, M.L: Managerial Economics, Theory and Applications, TMH, ND

4 Mittal, A., Managerial Economics, Text and Cases, Wisdom, Delhi

5 Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing

6 Attmanand, Managerial Economics, Excel Publications

7 G.S. Gupta, Macro Economics: Theory and Applications, Tata McGraw Hill

8 Dwivedi, D.N., Macro Economics: Theory and Applications, Tata McGraw Hill

9 Cherunilam, Francis (2021): International Business Environment, Himalaya Publishing House

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP103 ACCOUNTING FOR MANAGERS

L	T	P	C
3	1	0	4

Course Objectives:

1. To familiarize the concepts, principles, and role of accounting in business
2. To enable the students to prepare financial statements
3. To elucidate the process of financial statement analysis
4. To provide students with the knowledge of various types of cost and cost -volume –profit analysis
5. To develop an insight in computerized accounting

UNIT I INTRODUCTION TO FINANCIAL ACCOUNTING 12 hours

Nature and Scope of Accounting – Need for Accounting – Definition, Functions and Branches of Accounting - Accounting concepts & conventions - Uses and users of accounting information - Generally Accepted Accounting Principles – Accounting Standards [Issued by ICAI] – IGAAP, IFRS The role of Accounting in global business environment. The Accounting Process: Brief overview of Accounting Cycle - Recording of business transaction, classification of accounts, the double entry system, journal, Ledger, subsidiary books and trail balance

UNIT II PREPARATION OF FINAL ACCOUNTS 12 hours

Classification of capital and revenue expenses - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit. (horizontal and vertical form)

UNIT III FINANCIAL STATEMENT ANALYSIS 12 hours

Financial Statement Analysis- Objectives - Need – Importance -tools and techniques - Funds flow statement- Cash Flow Statement – Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios

UNIT IV COST-VOLUME-PROFIT ANALYSIS 12 hours

Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet– Absorption costing and Marginal Costing - Cost-Volume-Profit Analysis: Contribution, Profit- Volume Ratio, Margin of safety, Cost Breakeven Point, Composite Break-even Point, Cash Break- even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making

UNIT V COMPUTERISED ACCOUNTING SYSTEM 12 hours

Need and Requirements of Computerized Accounting – Features, Merits and Demerits of Computerized Accounting – Process of Computerized Accounting – Differences between Manual Accounting System and Computerized Accounting System - Components of Computerized Accounting system – Computerized Accounting Package – Tally – Features of Tally – Recording of Business Transactions through Tally.

(Relevant Case Studies to be discussed)

Course Outcomes:
At the end of this course students will demonstrate the ability to

CO1: Understand the fundamentals of financial accounting, the principles and concepts underlying them.

CO2: Construct the financial statements viz., the Income Statement and Balance Sheet

CO3: Present financial statements Analysis

CO4: Exploit the cost -Volume-Profit analysis in business decision making

CO5: Learn the computerized process of accounting

Text Books:

1. Financial accounting - A management perspective, (4th ed.) Narayanaswamy, R. PHI.
2. "Financial Accounting" Tulsian P. C, 1/e, Pearson Education
3. "An Introduction to Accountancy", Maheshwari S.N. &Maheshwari S.K., Vikas Publishing House,10th Edition.

Reference Books:

1. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.
2. "Essentials of Financial Accounting", Ashish K. Bhattacharya- (PHI, New Delhi)
3. "Advanced Accountancy", Gupta R. L & Radhaswamy M–Sultan Chand Publications

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP104 BUSINESS STATISTICS FOR MANAGERS USING SPSS

L	T	P	C
3	0	2	4

Course Objectives:

1. To understand the basics of SPSS software and its application in statistical analysis
2. To learn various statistical methods for data analysis, including probability concepts and distributions
3. To develop skills in correlation and regression analysis using SPSS
4. To perform statistical inference using SPSS
5. To conduct multivariate analysis using SPSS

UNIT I INTRODUCTION TO SPSS & STATISTICS 15 hours

Introduction to SPSS – Data Coding, Retrieving - Statistics in Business, Bar Diagrams, Pie- Diagram, and Histograms, Measures of Central Tendency-Mean, Median, Mode, and other Positional measures. Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, and Coefficient of Variation. Coefficient of Skewness Pearson's and Bowley's methods (using SPSS)

UNIT II PROBABILITY AND RANDOM VARIABLES & PROBABILITY DISTRIBUTIONS 15 hours

Basic Concepts of Probability, Addition law, Multiplication Law, Conditional Probability, Baye's Rule. Discrete and Continuous Random variables, Expectation of a random variable- Mean, Variance and Standard Deviations. Binomial Distribution, Poisson Distribution, Normal Distribution and their applications in Business Management

UNIT III CORRELATION AND REGRESSION 15 hours

Correlation, Types of Correlation, Karl Pearson's Coefficient of Correlation, Coefficient of Determination, Spearman's Rank Correlation Coefficient. Regression- Lines of Regression, Regression Coefficients, and its properties, Multiple Linear Regression. (using SPSS)

UNIT IV STATISTICAL INFERENCE USING SPSS 15 hours

Population, sampling, Estimation, formulation of null hypothesis, alternative hypothesis, level of significance, large sample single mean, single proportion, difference of means, difference of proportions, t-Test for Single Mean, t-Test for Difference of Means, Paired t-test, Chi- Square Test for Goodness of Fit, Chi-Square Test for Independence of Attributes. (using SPSS)

UNIT V MULTIVARIATE ANALYSIS: 15 hours

ANOVA-One-Way Classification, ANOVA-Two- Way Classification, Reliability analysis, Principal component, and Factor Analysis (using SPSS)

List of Experiments:

1. Creation of Bar Diagrams and Pie-Diagram, Histogram
2. Binomial and Poisson Probability distribution using SPSS.
3. Simple Regression
4. Multiple Regression
5. Chi-Square Test for Goodness of Fit
6. Chi-Square Test for Independence of Attributes
7. t-Test for Single Mean
8. t-Test for Difference of Means
9. Paired t-Test
10. ANOVA-One-Way Classification
11. ANOVA-Two-Way Classification
12. Principal Component and Factor Analysis

(Relevant Case Studies to be discussed)

Course Outcomes:
At the end of this course students will demonstrate the ability to

CO1: Use SPSS for data coding, retrieval, and statistical analysis; create and interpret bardiagrams, pie diagrams, and histograms; calculate and interpret measures of central tendency and dispersion
CO2: Understand and apply basic probability concepts and distributions, including binomial, Poisson, and normal distributions
CO3: Perform correlation and regression analysis using SPSS; calculate and interpret correlation coefficients and regression coefficients
CO4: Conduct statistical inference using SPSS, including hypothesis testing, t-tests, and chi-square tests
CO5: Conduct multivariate analysis using SPSS, including ANOVA, reliability analysis, and factor analysis

Text Books:

1. Pallant, J. (2020). SPSS Survival Manual: A Step by Step Guide to Data Analysis usingIBM SPSS (7th ed.). Routledge.

2. Levin, R. I., & Rubin, D. S. (2017). Statistics for Management (8th ed.). Pearson Education.

Reference Books:

1. Field, A. (2017). Discovering Statistics Using IBM SPSS Statistics (5th ed.). SAGE Publications Ltd.

2. George, D., & Mallery, P. (2019). IBM SPSS Statistics 26 Step by Step: A Simple Guideand Reference (16th ed.). Routledge.

3. Aczel, A. D., & Sounderpandian, J. (2009). Complete Business Statistics (7th ed.). McGraw-Hill Education.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year I Semester

24MBAP105 DESIGN THINKING

L	T	P	C
4	0	0	4

Course Objectives:

To enable the student

1. To get exposed to the basic concepts of Design Thinking of the Stanford Model.
2. To appreciate the basic concepts of Empathy and the process of sensitization.
3. To develop an understanding of the basic concepts of ideation techniques
4. To familiarize with the basic concepts of prototyping and testing.
5. To acquire and apply the current knowledge from learning about (knowledge) vs. learning to become (skills and mindsets)

UNIT I INTRODUCTION TO DESIGN THINKING 12 hours

Open-mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; SWOC Analysis for Self-Awareness

UNIT II EMPATHY & DEFINE 12 hours

Definition and Components of Empathy; Interrelatedness of Components; Steps in Empathy process; Assessment tools; Roots of Empathy (Case studies); Decision making process; Research Components; Hypothesis (Interview, team formation & benefits), Defining Problem Statement, Application of "Howmight we Statements"

UNIT III IDEATION TECHNIQUES 12 hours

Innovation and Creativity: Ideation Techniques - Role-play; Brainstorming; Pooling Ideas-Idea Clustering; Prioritizing ideas; Evaluation of ideas - Pros and Cons; Criteria for idea Ranking; Analyzing; Synthesizing and integrating the ideas. Mind-mapping the experiences, Flaring & Focus; Introduction to "Yes but" – "Yes and", Impact of Visuals; Exploring resources, Timeline, Lessons from Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.

UNIT IV PROTOTYPING- BUSINESS MODELLING 12 hours

Innovation and Competitive uniqueness; Building artifacts; Real time evaluation; Bringing idea to the life; Use of Visual Clippings; Involve the tester in prototype; initial insight; Market Testing. Do it Now- Reflect-Do it Better; DT is a team sport; develop a coach-like stance;

UNIT V DESIGN THINKING APPLICATIONS IN ENTREPRENEURSHIP 12 hours

Presentation of 1. My Business Idea (Big Picture- Vision- Mission (Connecting Dots)). 2. Business Model Presentation. 3. Assessment. 4. Dissertation/Record; Design thinking for entrepreneurs and start-ups, Why Do Entrepreneurs Need Design Thinking, Case studies of successful entrepreneurs who used design thinking for competitive advantage.

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1:Understand the basic concepts of Design Thinking and develop Self Awareness.

CO2: Empathize, get sensitized and identify the problems.

CO3: Encourage wild ideas, defer judgement, and build on the ideas of others

CO4: Translate an innovative idea into a prototype.

CO5: Understand, implement, and apply the Design Thinking Principles in Personal and Professional life.

Text Books:

1. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Tim Brown, Harper Business, 2009
2. The Design of Business: Why Design Thinking is the Next Competitive Advantage, Roger L. Martin, Harvard Business Review Press; Third Edition, 2009
3. "Design Thinking-A Practical Approach" proprietary material-2018, Stanford Tool Kit

Reference Books:

1. Fourth Eye" by Pradeep Khandwala.
2. "Action Research" by Eileen Ferrance, "Themes in Education" Northeast and Islands Regional Educational Laboratory Brown University.
3. "Introduction to Life Skills Education"- NCERT Training Package

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP106 INDIAN ETHOS AND BUSINESS ETHICS

L	T	P	C
2	0	0	2

Course Objectives:

1. To discuss Indian heritage in business management.
2. To impart Indian ethos from Indian historical perspectives
3. To understand contemporary leadership approaches and cosmic laws Karma, creation,Humility, Growth, Responsibility and Connection
4. To explain theories and approaches of ethics.
5. To Discuss ethics in business

UNIT I INTRODUCTION — 6 hours

Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers- Production and Consumption, Relevance of Value Based Management in Global Change- Impact ofValues on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

UNIT II CULTURAL HERITAGE OF INDIA AND ITS RELEVANCE FOR MODERN MANAGEMENT — 6 hours

Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Artha Shastra, Role of scriptures in understanding ethics.

UNIT III LEADERSHIP AND COSMIC LAWS — 6 hours

Indian Systems of Learning-Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership

UNIT IV THEORIES AND APPROACHES OF ETHICS — 6 hours

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma.

UNIT V ETHICS IN BUSINESS 6 hours

Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, developing codes of ethics and conduct, Ethical and value-based leadership. Indian wisdom & Indian approaches towards business ethics, Cognitive barriers to a good ethical judgement - Whistle Blowing,

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Discover Indian heritage in business management

CO2: Understand Indian ethos from Indian historical perspectives

CO3: Analyze and apply contemporary leadership approaches and cosmic laws Karma,creation, Humility, Growth, Responsibility and Connection

CO4: Evaluate theories and approaches of ethics.

CO5: Develop and Apply ethics in business.

Text Books:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought,Himalaya Publishing House, Delhi 1998.

Reference Books:

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press,Delhi 1995.

2. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 200

3. Kumar, S. and N.K.Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.

4. Griffiths, B: The Marriage of East and West, Colling, London 1985.

5 Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.

6 Bhaskar R.K: Man Management: A Value Based Management Perspectives, Sri Satya Sai Students and Staff Welfare Society, 2011

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year I Semester

24MBAP601 CORPORATE COMMUNICATION

L	T	P	C
2	0	2	3

Course Objectives:

1. To familiarize students with the corporate communication functions, nature and corporate social responsibility and flow of communication decisions.
2. To improve the corporate aspects of Personality Development.
3. To Broaden and an understanding of Employability Quotient in Corporate Management
4. To enable the students to write an effective Business Letters and reports and improve presentation skills of students.
5. To develop Business and social Etiquette

UNIT I INTRODUCTION TO CORPORATE COMMUNICATION 12 hours

Corporate Communication: Definition, Nature, Scope, Principles and functions of corporate communication, Importance, Historical Overview, Evolution of Corporate Communication, Role and Responsibilities of Corporate Communication. Flow of Communication in organizations: Bottom-up, top down, Vertical and horizontal, Barriers to communication, Ethical Considerations in Corporate Communication

UNIT II CORPORATE ASPECTS OF PERSONALITY DEVELOPMENT 12 hours

The concept of personality - Dimensions of personality- Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics-Do's and Don’ts to develop positive self-esteem-Interpersonal Relationships.

UNIT III CORPORATE EMPLOYABILITY QUOTIENT 12 hours

Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions-Employability Skills

UNIT IV REPORT WRITING AND PRESENTATION SKILLS 12 hours

Business Letters and Reports Writing: Principles of effective business letters, format and types of Business letter, Report Writing: Progress report, Annual report and Analysis of sample reports from industry. Presentation Skills: Elements of presentation, designing a presentation and presentation of charts & graphs, appearance & posture, practicing delivery of presentation.

UNIT V BUSINESS & SOCIAL ETIQUETTE 12 hours

Business & Social Etiquette: Professional conduct in a business setting: proper way to make introductions. Professional Image: appropriate business attire; Telephone Etiquette- situation based telephonic conversations, Table etiquette.

List of Experiments:

The following experiments need to be performed

1. Draft a Business Letter Exercise

2. Write a permission letter for Industrial Visit.

3. Great personalities, Managers, Film Heroes, Heroines, Politicians, CEO's,

4. Gratitude Journal

5. Resume Preparation

6. Conducting HR Round

7. Perception-Checking Practice

8. Preparing power point presentations based on various business situation.

9. Interpersonal skills

10. Telephonic conversations (situation based).

11. Conduct of a business meeting and writing the briefing of meetings.

12. Business & Social Etiquette.

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the basics fundamentals of corporate communication for managers and enable them to read fluently.

CO2: Understand the different aspects of Personality Development

CO3: Apply the Employability Quotient concepts by different business situations in corporate management

CO4: Prepare effective presentation of data, graphs and writing different reports

CO5: Apply the business communication in self-development process. Application of business communication in the self-development process.

Text Books:

1. Paul A Agrenti (2012). Corporate Communication, Mc Graw-HILL, New York, United States
2. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

Reference Books:

1. Corporate communication: A Guide to Theory and Practice by Joep Cornelissen.
2. M.K. Sehgal & V. Khetrapal – Business Communication (Excel Books, 2007).
3. Rajendra Pal – Business Communication (Sultanchand & Sons Publication, 2011).
4. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
5. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw-Hill 1988
6. Heller, Robert. Effective leadership. Essential Manager series. Dk Publishing, 2002

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year I Semester

24MBAP602 DATA ANALYTICS USING EXCEL

L	T	P	C
2	0	2	3

Course Objectives:

1. To learn various applications of Excel in real business data
2. To analyze and provide hands-on experience to students in using computers for data organization and addressing business needs using advanced Excel Techniques.
3. To learn various formulas and functions in Excel.
4. To use Data Visualization techniques with new chart types
5. To learn various applications of statistical tools in Excel.

UNIT I GETTING STARTED WITH EXCEL 12 hours

Workbook and Worksheets, Navigation with Keyboard, Tabs and Ribbons, Quick Access Toolbar, Excel Options, Create a New Workbook, Print and Save, Understanding Worksheet Basics, Protecting Excel Workbook and Worksheet, Importing data into excel, Sharing in Excel

UNIT II PERFORM FUCTIONS WITH SHORTCUT KEYS 12 hours

Keys for Menus-Move on a worksheet or Workbook-Select Cells, Columns, Rows or Objects-Select Cells with Special Characteristics, Format Data, Filling data in cells, Working on Tables

UNIT III FORMULAS AND FUNCTIONS-1 12 hours

Understanding Formulas, Operators in Formula, Defined Names, Calculations , Functions in Formula, Relative and Absolute addressing, Referencing Cells Outside the Worksheet, Referencing Cells Outside the Workbook, Logical Functions- Using IF, Using nested IF, writing conditional expressions: IF combined with AND/OR-Using IFS, Using SWITCH

UNIT IV FORMULAS AND FUNCTIONS-2 12 hours

Summarizing Functions, Text functions, Lookup and Reference functions, Date and time functions, Math Functions, Financial Functions, Error Handling Functions, Formula Auditing, Data Visualization with New chart types- Waterfall charts, Histogram, Pareto Chart, Sparkline chart, Gantt and Milestone Chart, Putting Data in perspective with Pivots, Mail Merge using Excel.

UNIT V MS-EXCEL ADVANCED 12 hours

Statistical Functions- Frequency, MEDIAN, MODE.SNGL, MODE.MUTL, STDEV.P(/.S), VAR.P(./S), CORREL, COVARIANCE.P(/.S), Complex Data Analysis using ToolPak-Enabling Analysis ToolPak in Excel, Descriptive Statistics in Excel, ANOVA in Excel-ANOVA: Single factor, t-Test following ANOVA, ANOVA:Two Factor with Replication, ANOVA: Two Factor without Replication.

LIST OF EXPERIMENTS:

1. Nested IF
2. Example of Vlook with Range 0 (False), Example of Vlook with Range non zero(True)
3. Pivot table
4. Data Visualization with New chart types- Waterfall charts, Histogram,Pareto Chart, Sparkline chart
5. MEDIAN, MODE.SNGL, MODE.MUTL
6. STDEV.P(/.S), VAR.P(./S)
7. .MUTL, STDEV.P(/.S), VAR.P(./S), CORREL, COVARIANCE.P(/.S)
8. Descriptive Statistics in Excel
9. ANOVA: Single factor
10. t-Test following ANOVA
11. ANOVA: Two Factor with Replication
12. ANOVA: Two Factor without Replication

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand various applications of Excel in real business data

CO2: Analyze and provide hands-on experience to students in using computers for data organization and addressing business needs using advanced Excel Techniques.

CO3: Understand various formulas and functions in Excel

CO4: Analyse the Data Visualization techniques with new chart types

CO5: Compute various applications of statistical tools in Excel.

Text Books:

1. Microsoft Excel 2019 Data Analysis and Business Modeling (Business Skills) by Wayne Winston (Author), 6th Edition .
2. Excel Data Analysis for Dummies (For Dummies (Computer/Tech)) 4th Edition.
3. Microsoft Excel 2019 Pivot Table Data Crunching (Business Skills) 1st Edition

   by Bill Jelen (Author), Michael Alexander (Author)

Reference Books:

1. Analyzing Data with Power BI and Power Pivot for Excel (Business Skills) 1st Edition

   by Alberto Ferrari (Author), Marco Russo (Author)
2. Excel 2019: 3 in 1: Beginner's Guide + Formulas and Functions + Advanced Methods to Learn Excel Paperback – March 15, 2020 by Alexander Cane (Author)

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

I Year II Semester

MBA I Year II Semester

24MBAP107 BUSINESS ANALYTICS

L	T	P	C
3	0	2	4

Course Objectives:

1. To understand the importance of business analytics and Business Intelligence
2. To understand different types of Analytics and it's applications.
3. To learn to use statistical techniques and its application in business analytics.
4. To understand predictive analytics and forecasting techniques
5. To understand the role of machine learning in Business Intelligence

UNIT I INTRODUCTION TO BUSINESS ANALYTICS 15 hours

Introduction to Business Analytics (BA) - Need, Features and Use of Business Intelligence (BI) – BI Components – Data Warehouse, Business Analytics, Business Performance Management, User Interface - Business Intelligence versus Business Analytics

UNIT II INTRODUCTION TO TYPES OF ANALYTICS 15 hours

Sales & Marketing Analytics - HR Analytics- Financial Analytics - Production and operations analytics – Analytics in Industries: Telecom, Retail, Healthcare – Use Excel Pivot tables for case studies - Use Excel Pivot tables for case studies

UNIT III STATISTICS FOR BUSINESS ANALYTICS 15 hours

Types of Data - Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data - Review of descriptive and inferential statistics, Graphical representation of data - What if analysis, Data tables, Scenario manager and Goal Seek

UNIT IV PREDICTIVE ANALYTICS WITH STATISTICS 15 hours

Regress models and prediction - Statistical forecasting techniques - Estimation of trend, seasonality and cyclical components. Smoothing models for forecasting – moving average, exponential smoothing methods, time series analysis.

UNIT V INTRODUCTION TO MACHINE LEARNING 15 hours

Types of machine learning – Supervised, Unsupervised Learning. Classification Techniques – K nearest Neighbour, Decision Tree - Clustering- k-means, Ward's Method - Evaluation Metrics for Regression, Classification and Clustering.

List of Experiments

1. Sales & Marketing Analytics: Analyze sales performance by region, product, and time using Excel Pivot Tables.
2. HR Analytics: Examine employee performance and retention by department and demographics with Excel Pivot Tables.
3. Financial Healthcare Analytics: Analyze billing, service usage, and insurance coverage using Excel Pivot Tables.
4. Statistics with Excel: Explore descriptive and inferential statistics with graphical data representations.

5. What-if Analysis: Use Data Tables, Scenario Manager, and Goal Seek in Excel for decision-making.
6. Data Visualization: Create charts, Pivot Tables, and visualizations in Excel for data insights.
7. Predictive Analysis in Python: Build linear regression model for seasonal trends.
8. Time Series Analysis: Estimate trend, seasonality, and cycles using forecasting techniques.
9. Forecasting with Smoothing Models: Apply moving averages and exponential smoothing in predictions.
10. Supervised Learning: Implement K-Nearest Neighbors and Decision Trees for classification
11. Unsupervised Learning: Perform clustering with K-Means and Ward's method to identify patterns.
12. Model Evaluation Metrics: Compare regression, classification, and clustering models

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the use of Business Intelligence and analytics in getting insights from the data

CO2: Recognize the role of business intelligence in the domain.

CO3: Extract insights from data with the use of various descriptive statistics tools.

CO4: Implement regression technique to build predictive models.

CO5: Apply various machine learning techniques to make complex business decisions

Text Books:

1. Essentials of Business Analytics, Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson.

Reference Books:

1. Ramesh Sharda, Dursun Delen, and Efraim Turban authored "Business Intelligence: A Managerial Perspective on Analytics," published by Pearson, 3rd edition.

2. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning.

3. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson, Upper Saddle River, New Jersey.

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

MBA I Year II Semester

24MBAP108 FINANCIAL MANAGEMENT

L	T	P	C
3	1	0	4

Course Objectives:

1. To learn about the scope and goal of financial management, conceptual and practical framework ofthe finance functions
2. To provide students with working knowledge about capital budgeting
3. To provide students with the knowledge of sources of finance and cost of capital.
4. To provide students with the knowledge on Design of capital structure and Dividend Policy
5. To provide students with a conceptual and analytical framework of the working capital.

UNIT I FINANCIAL MANAGEMENT 12 hours

Meaning, nature, objectives and Scope of financial management - Evolution of Financial management - The new role in the contemporary scenario –Finance functions-investment, financing and dividend decisions – Goals of finance function – maximizing vs satisfying; Profit Vs Wealth Vs Welfare; the agency relationship and costs – The new debate on maximizing Vs Satisfying. Wealth maximization and Risk-Return trade off.

UNIT II CAPITAL BUDGETING 12 hours

Concept of Capital Budgeting, importance of capital budgeting, Nature of investment decisions; Time Value of Money-Compounding and Discounting Factors Investment evaluation criteria- importance, difficulties, determining cash flows- methods of capital budgeting; risk analysis (Risk adjusted discount rate method, certainty equivalent method, Probability Approach and Decision Tree Analysis)

UNIT III COST OF CAPITAL 12 hours

Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted Average Cost of Capital)

UNIT IV CAPITAL STRUCTURE AND DIVIDEND DECISION 12 hours

Capital structure decisions- leverages- Operating, financial leverage and combined leverage; determinants of capital structure - capital structure theories-NI, NOI, traditional and M-M theories- determinants of dividend policy, Modes of dividend and dividend models-Walter, Gordon & M.M. models.

UNIT V WORKING CAPITAL MANAGEMENT 12 hours

Working Capital- meaning, need, Cycle, determinants, Sources of working capital, estimation of working capital need; management of cash, inventory and receivables

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Practically understanding and follow day-to-day developments in the area of financial management

CO2: Develop the skill of using capital budgeting techniques

CO3: Practically understanding about Cost of capital and Measurement of Cost of Capital on various sources of finance.

CO4: Develop the skills on how to construction of Capital structure

CO5: Conceptual and analytical framework of evaluating working capital

Text Books:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Chandra, Prasanna, Financial Management, TMH, New Delhi

Reference Books:

1. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, FinancialManagement,Pearson Education
2. Van Horne, James C., Financial Management and Policy, Prentice Hall of Indi
3. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. Kishore, R., Financial Management, Taxman's Publishing House.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP109 MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize students with the basic concepts of marketing.
2. To design various types of products and make product line and brand line decisions.
3. To develop effective pricing strategies.
4. To enable students to assess sales and distribution concepts in marketing.
5. To build and implement marketing communication strategies

UNIT I INTRODUCTION TO MARKETING 9 hours

Introduction to Marketing: Nature, scope, and importance of marketing - Core concepts of marketing - Philosophies of marketing - Marketing mix and extended Ps of marketing Marketing Environment: Overview of the marketing environment – India and **global marketing environment** - Contemporary issues in marketing Market Segmentation and Targeting: Identification of market segments - Segmenting consumer markets - Segmentation basis - Selecting target markets - Segmentation and targeting as a basis for strategy formulation
Positioning Strategy: Developing and communicating a positioning strategy.

UNIT II PRODUCT MANAGEMENT 9 hours

Meaning of Product: Levels of product - Product mix,Product Life Cycle (PLC): PLC as a tool for marketing strategy,Product Line Decisions: Brand decisions, Stages of New Product Development: New product development - Product Differentiation and Positioning: Strategies for product differentiation - Developing a unique selling proposition (USP),Brand Equity and Brand Management: Building and managing brand equity - Brand extension strategies, Packaging and Labelling: Importance of packaging in marketing - Designing effective labels and packages.

UNIT III PRICING STRATEGY 9 hours

Objectives of Pricing: Understanding the goals and objectives behind setting prices - Methods of Pricing: Various pricing methods (including simple problems on pricing methods) - Factors Affecting Pricing Decisions: Key factors that influence pricing decisions - Adapting Prices: Strategies for adapting prices to different market conditions - Initiating Price Cuts: Tactics and implications of reducing prices - Initiating Price Increases: Strategies and considerations for raising prices - Responding to Competitor’s Price Changes: How to effectively respond to competitors' pricing strategies - Psychological Pricing: The impact of consumer psychology on pricing decisions - Dynamic Pricing: Understanding and implementing dynamic pricing models - Legal and Ethical Considerations in Pricing: Navigating legal regulations and ethical issues in pricing.

UNIT IV SALES AND DISTRIBUTION MANAGEMENT 9 hours

Channel Function and Flows: Understanding the role and dynamics of distribution channels - Channel Levels: Analysis of different levels within distribution channels - Channel Management Decisions: Strategies for managing distribution channels effectively - Types of Retailers: Overview of various types of retailers and their functions - Trends in Retailing: **Examination of current trends shaping the retail industry** - Growth and Trends in Wholesaling: Analysis of the evolution and trends in wholesaling - Sales Force Objectives: Setting clear objectives for the sales team - Sales Force Structure and Size: Designing optimal sales team structures and determining team size - Sales Force Compensation: Developing fair and motivating compensation plans for sales representatives - Sales Force and Sales Agency: Evaluating the advantages and disadvantages of employing a sales force versus a sales agency.

UNIT V MARKETING COMMUNICATION 9 hours

5 M's of Advertising: Mission, Money, Message, Media, Measurement - Communicating Value: Role of marketing communication - Developing Effective Communication: Steps in creating effective communication strategies - Marketing Communication Mix: Various tools and channels in the communication mix - Managing the Integrated Marketing Communications Process: Coordinating various promotional elements and channels - Managing Mass Communication: Advertising, surrogate advertising - Sales Promotion: Techniques and strategies (including advertising metrics and simple problems) - Word of Mouth: Leveraging customer recommendations and reviews - Public Relations and Direct Marketing: Building relationships and direct customer engagement - Introduction to Digital Marketing Concepts: Overview of digital marketing strategies - Socially Responsible Marketing: Ethics and social responsibility in marketing - Internal Marketing: Engaging and motivating employees - Rural Marketing: Strategies for marketing in rural areas - Event Marketing: Planning and executing marketing events - Content Marketing: Creating and distributing valuable content to attract customers.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon successful completion of the course, students will be able to

CO1. Gain a comprehensive understanding of fundamental marketing concepts.

CO2. Develop skills in designing product lines and branding decisions.

CO3. Formulate diverse pricing strategies for products and services.

CO4. Design and implement effective sales and distribution strategies.

CO5. Execute marketing communication strategies.

Text Books:

1. Kotler, P., Keller, K. L., & Chernev, A. (2021). Marketing Management (16th ed.). Pearson.

2. Saxena, R. (2019). Marketing Management (5th ed.). McGraw Hill Education.

Reference Books:

1. Marketing: The Core by Kerin, Hartley, and Rudelius is now in its 9th edition, published in 2022 by McGraw Hill (ISBN-13: 9781260729184) (McGraw Hill) (McGraw Hill).
2. Case Studies in Marketing: The Indian Context by Srinivasan does not have a more recent edition available than the 2012 version.
3. Marketing by Lamb, Hair, and McDaniel is now in its 14th edition, published in 2020 by Cengage Learning (ISBN-13: 9780357033777) (McGraw Hill).
4. Marketing Management by V.S. Ramaswamy and S. Namakumari has a 6th edition published in 2018 by McGraw Hill (ISBN-13: 9789353164091) (McGraw Hill).
5. Introduction to Marketing Theory and Practice by Adrian Palmer is now in its 4th edition, published in 2013 by Oxford University Press (ISBN-13: 9780198702580) (McGraw Hill).

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP110 PRODUCTION AND OPERATIONS MANAGEMENT

L	T	P	C
3	1	0	4

Course Objectives:

1. To familiarize students with the major operational functions, objectives, decisions, and tools that confronts managers.
2. Analyze the contemporary facilities layouts for better facility design.
3. Examine the importance of product design decisions in building environmental concern products.
4. Identify the types of production systems and innovation in the process of eco-friendly products.
5. Demonstrate the quality tools like SPC and quality improvements to facilitate organizational effectiveness.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 12 hours

Concept of Operations Function; Evolution of Operations management; Objectives of Production & Operations Management; Scope of Operations Management; Strategy and Operation System; Decisions in Operations: Strategic, Operating, Control; Operational Decision-Making Tools: Work Measurement.

UNIT II FACILITIES DESIGN 12 hours

Facility location: Introduction, steps in location selection and factors affecting- selection of region, community and site selection; Types of layout -product, process, fixed position, combined layouts; Designing process Layout: Block Diagramming, Relationship Diagramming, Computerized Solutions; Designing a Service Layouts; Designing Product Layouts: Line balancing, computerized line balancing; Hybrid Layouts-Cellular, Flexible manufacturing systems, Mixed model assembly lines.

UNIT III PRODUCT DESIGN 12 hours

Product Design Process: Idea Generation, Feasibility study, Rapid prototyping, Final design, and Process Plans; Technology in Design; Collaborative Product Design Systems; Design Quality Review; Design for Environment; Quality Function Deployment.

UNIT IV PROCESS DESIGN & TECHNOLOGY 12 hours

Types of processes: Projects, Batch production, Mass Production, Continuous production; Process Planning: Make or buy Design, Process selection with break-even analysis, Process plans; Process Analysis, Process Flowcharts Process Innovation, Technology Decisions, Job sequencing algorithms-Johnson's rule: Sequencing Jobs through Two Serial Processes.

UNIT V STATISTICAL PROCESS CONTROL 12 hours

SPC in Quality Management: Statistical Concept in Quality Control, Sampling, Central Limit Theorem,; Quality Measures: Attributes and Variables. SPC in services; Control Charts for Attributes and Variables: p-Chart, c-Chart, mean chart, Range chart; Process Capability Measures. An overview of Theory of Constraints. Total Quality Management and benchmarking**.**

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to:

CO1: Understand the operational functions, objectives, decisions and tools that confront managers.
CO2: Apply facility planning tools to optimize space and cost of operations.
CO3: Apply product design tools such as DFMEA and QFD for eco-friendly product design.
CO4: Analyze the different production methods and innovations for effective process design.
CO5: Assess the Quality Management Practices using the SPC tools for operations and take Corrective Measures.

Text Books:

1. Operations Management by William J. Stevenson (2022), McGraw-Hill, 13th Edition,

Reference Books:

1. R. Panneerselvam (2012), Production & Operations Management, Third Edition, PHI

2. S.N. Chary (2019), Production & Operations Management, Sixth Edition, TMH

3. Operations Management by Jay Heizer and Barry Render (2017), Pearson 12th Edition

4. Shailendra Kale (2017), Production and Operations Management, First edition, McGraw Higher Ed

5. Operations Management (2014), Arun Kumar and N. Meenakshi, First Edition, Cengage Learning.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP111 HUMAN RESOURCE MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize the students with Human Resource Management; Concepts and Functions.
2. To elucidate the HR Procurement and employee mobility
3. To discuss the significance of Human Resource Development interventions
4. To understand the human resource maintenance issues.
5. To explain Human Resource Measurement and industrial relation

UNIT I BASICS OF HUMAN RESOURCES MANAGEMENT 9 hours

Concept, Nature and scope of Human Resource Management, Objectives of HRM Functions, HR profession and HR Department; HR as competitive advantage, Qualities of good HR Managers, Role of HR manager at hybrid workplace and challenges, Emerging trends of HRM in domestic and global economy: HR and digital and social media, HR Outsourcing, Employee Engagement. Diversity Management

UNIT II HUMAN RESOURCE PROCUREMENT 9 hours

Human Resource Planning, Job Analysis – Job Description and Job Specification, Recruitment: Concept, Objective, Source of Recruitment; Internal source and external source, process. Selection Process, onboarding

UNIT III HUMAN RESOURCE DEVELOPMENT 9 hours

HRD Meaning, Process, Training: Need, Objectives & Types, Process of Training: Need Assessment, Training Program Design, Training Program Implementation, Evaluation of Training Programs Development- Concept, objectives. Performance Management – objectives, uses and methods. Career Management: Definition & Process.

UNIT IV HUMAN RESOURCE MAINTENANCE 9 hours

Job Evaluation- Concept, Process and Methods; Compensation management- Concept, Objectives, Policy, Factors influencing employee compensation, Wage and Salary Administration Employee Welfare Practices, Managing Knowledge and OPH (Organizational and Personnel Health).

UNIT V HUMAN RESOURCE MEASUREMENT AND INDUSTRIAL RELATIONS 9 hours

Human Resource Accounting Meaning and Process, Human Resource Audit and HR analytics; Industrial Relation system in India – Definition, scope, objectives and significance; preventive and settlement machinery; Industrial Dispute Act 1947, discipline in industry; Grievance and the procedure for the Redressal of Grievance; collective bargaining; worker's participation in management, Introduction to Trade Union Act 1926

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand basics of Human Resource management

CO2: Analyze the various aspects of HR Procurement and employee mobility

CO3: Evaluate the need for Human Resource Development interventions

CO4: Identify the human resource maintenance issues in HRM

CO5: Apply Human Resource Measurement and industrial relation system

Text Books:

1. Dessler Gary, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India 2020.

2. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the outside in: Six competencies for the future of human resources. McGraw Hill Professional.

Reference Books:

1. Bohlander, Human Resource Management, 17th Edition, Thomson.

2. Aswathappa, Human Resource Management, 4th Edition, TMH 2006.

3. R.Wayne Mondy, Robert M.Noe, Human Resource Management, Pearson 9th Edition.

4. Subbarao, Personnel and Human Resource Management – Text and cases, Himalaya, 2009

5 Muller, Human Resource Management a case study approach, Jaico Publishers,2008

6 VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester

24MBAP112 BUSINESS RESEARCH AND ECONOMETRICS

L	T	P	C
3	0	2	4

Course Description:

This course provides a comprehensive introduction to business research methods and econometrics. It aims to equip students with the necessary tools and techniques for conducting effective business research and applying econometric models to analyze economic data. The course covers various research methodologies, data collection methods, and advanced econometric techniques, with practical applications in business decision-making.

Course Objectives:

1. To understand the fundamental principles of business research and scientific methods of business research.
2. To gain knowledge of econometrics and its applications in business.
3. Develop analytical and decision-making skills to prepare research design.
4. To develop skills in time series analysis and econometric modeling.
5. To effectively write research reports and understand the importance of plagiarism checks.

UNIT I: INTRODUCTION TO BUSINESS RESEARCH AND PROCESS 15 Hours

Business research – Definition – Types of Research-Steps involved in research process – Role of Business Research in Managerial Decisions – Scientific Investigation, Deduction and Induction. The Language of Research – Information needs of Business – Commonly used Technologies in Business Research such as Groupware, Neural Networks, CAM, CAD, ERP, SPSS – Problem Identification – Preliminary Data Gathering – Literature Survey – Theoretical Framework – Sampling: Probability and non – probability sampling methods – Hypothesis Development – Applications of Bivariate and Multivariate statistical techniques.

Lab Experiment: Multiple regression and Correlation

UNIT II: INTRODUCTION TO ECONOMETRICS 15 Hours

Definitions, Importance and scope of econometrics, Mathematics vs Statistics vs Econometrics – the methodology of econometric research – Desirable properties of estimators – Unbiasedness, Efficiency, Consistency and Sufficiency – Estimation Theory – OLS method Assumptions, Heteroscedasticity – Auto correlation (first order) – Correlogram, Multicollinearity.

Lab Experiment: Multicollinearity Test, Auto correlation and Heteroscedasticity test.

UNIT III: RESEARCH DESIGN AND COLLECTION OF DATA 15 Hours

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study – Measurement of Variables – Rating Scales – Ranking Scales – Reliability and Validity – Sources of Data: Primary Sources of Data – Secondary Sources of Data – Data Collection Methods – Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews – Observational Surveys: Questionnaire Construction: Organizing Questions –Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires – Multivariate Analysis – Logistic Regression, Discriminant Analysis and Cluster Analysis.

Lab Experiment: Logistic Regression and Cluster Analysis

UNIT IV: TIME SERIES ANALYSIS **15 Hours**

Basics of Time Series; Box – Jenkins Methods ARM and MAM – ARIMA – Error Measurements – Univariate Time Series Modelling – Unit Root Test; Cointegration Test – Causality Test – Estimation of VAR, ARCH/GARCH-EGARCH/TGARCH models.

Lab Experiment: Unit Root Test, ARMA – ARIMA and ARCH/GARCH models.

UNIT V: RESEARCH REPORT WRITING AND PLAGIARISM CHECK **15 Hours**

Research Report: Research Reports-Components –Title Page – Table of Contents – Executive Summary – Introductory Section - Body of the Report - Conclusion of the Report – References – Appendix – Guidelines for Preparing a Good Research Report – Oral Presentation- The Presentation and Handling Questions. Introduction to Plagiarism check – What and why, Ethics in Business Research – Subjectivity and Objectivity in research.

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

CO1: Apply the business research process to prepare the research proposal.

CO2: Apply econometric techniques to understand and analyze economic data.

CO3: Analyze the research problem and can prepare research design.

CO4: Analyze and interpret the time series models and other econometric modeling.

CO5: Prepare and present comprehensive research report.

LIST OF EXPERIMENTS

1. Correlation
2. Multiple Regression
3. Multicollinearity Test
4. Residual Test 1 (Heteroskedasticity)
5. Residual Test 2 (Auto Correlation)
6. Logistic Regression
7. Cluster Analysis
8. Auto Regressive Moving Average (ARMA)
9. Unit Root Test (Augmented Dicky Fuller Test)
10. Auto Regressive Integrated Moving Average (ARIMA)
11. Autoregressive Conditional Heteroskedasticity (ARCH)
12. Generalized Autoregressive Conditional Heteroskedasticity (GARCH)

Textbooks:

1. Cooper, D. R., & Schindler, P. S. (2014). Business Research Methods (12th ed.). McGraw-Hill Education.
2. Wooldridge, J. M. (2016). Introductory Econometrics: A Modern Approach (6th ed). Cengage Learning.

Reference Books:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2012). Business Research Methods (9th ed.). Cengage Learning.
2. Gujarati, D. N., Porter, D. C., & Gunasekar, S. (2017). Basic Econometrics (5th ed).

Mode of Evaluation: Assignments, Mid Term Tests, Continuous Internal Evaluation (Record) and End Semester Examination.

Generic Elective – I

MBA I Year II Semester **Generic Elective – I**

24MBAP501 MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
3	0	0	3

Course Objectives:

1. To familiarize the students with the foundation concepts of Information System and fundamentals of strategic advantage.
2. To enable the students to have an understanding about the database approach to improve business and decision-making process.
3. To elucidate and learn about the system development life cycle method and different strategies for business development.
4. To enable the students to analyze system vulnerabilities and analyze various methods of communications in decision making process.
5. To provide an insight into the management challenges, controlling techniques and establishing security framework.

UNIT I INTRODUCTION AND FOUNDATION CONCEPTS 9 hours

Foundations of information systems (IS) in business System concepts, Components of an IS, IS Resources, fundamental roles of IS applications in business – trends in IS – types of IS – managerial challenges of information technology. Competing with information technology (IT) Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet.

UNIT II DATA BASE AND INFORMATION MANAGEMENT 9 hours

Data in a Traditional file Environment, The Database Approach to Data Management; Role of databases in business performance and decision making, Manage data Resources. The Role of Information System in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems.

UNIT III MIS DEVELOPMENT PROCESS 9 hours

System development – System Life cycle method, Structured Development method, Developing Business/IT Strategies Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT–IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – Software development.

UNIT IV INFORMATION SYSTEMS 9 hours

Computers in Management – Types of information system: basing on levels of management – Transaction processing systems – Management Information system – Decision support system– executive support systems - Applications: Human Resource information system – Financial information system –Marketing information system – production and operations information system- Technologies and Tools for Protecting Information Resources.

UNIT V SYSTEM AUDIT & MANAGEMENT CHALLENGES 9 hours

Security and ethical challenges– computer crime – privacy issues –health issues – Security management of IT – tools of security management -Verification and Validation— security measures - Ethical and Social Issues in Information System - Enterprise and global management of IT Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political, and geo-economic challenges Global business/IT strategies and applications – global IT platforms.

(Relevant Case Studies to be discussed)

Course Outcomes:

At the end of this course students will demonstrate the ability to

CO1: Understand the Information system concepts and strategic advantage.

CO2: Elucidate and learn about database and Information Management

CO3: Learn about the Systems development cycle and MIS Development Process.

CO4: Gain insight into system vulnerabilities and various methods of communications in decision making process.

CO5: Analyze the management challenges and security issues.

Text Books:

1. Management Information System Paperback (2018) by C. Laudon Kenneth (Author), P. Laudon Jane (Author). Pearson Publications.
2. Management Information Systems Paperback 11 edition (2017) by James A. O'Brien (Author), George M. Marakas (Author), Ramesh Behl (Author). McGraw Hill Education
3. Stair, R. M. & Reynolds, G. W. (2001). Principles of Information Systems, 5e, Singapore:Thomson Learning.

Reference Books:

1. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGrawHill,2006
2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
4. Management Information Systems, James A. O brein, Tata McGraw-Hill , 10/e, 2009.
5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books,2006
6. Cases in MIS, Mahapartra, PHI, 2009
7. Management Information Systems, Text & Applications C.S.V. Murthy, Himalaya Publishing House
8. Management Information Systems, Cengage Learning India Pvt. Ltd, Delhi ,2008.
9. Management Information Systems, Pearson Education, Noida McLeod, 2008
10. Information Systems Project Management, Pearson Education, Noida- John McManus and Trevor Wood-Harper,2010.

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP502 SOFTWARE PROJECT MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. To understand the fundamental principles of software project management.
2. To have a good knowledge of responsibilities of project manager.
3. To be familiar with the different methods and techniques used for project management.
4. To Match organizational needs to the most effective software development model.
5. To Create project plans that address real-world management challenges.

UNIT I INTRODUCTION 9 hours

Defining of Software Development Process – Process – Software Process Models: Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model – Software Life Cycle.

UNIT II SOFTWARE DEVELOPMENT 9 hours

Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning: Top-Down and Bottom-Up Planning - Types of Activity - Project Duration: Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.

UNIT III PROJECT REVIEW 9 hours

Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.

UNIT IV RISK ISSUES 9 hours

The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management.

UNIT V SOFTWARE QUALITY 9 hours

Software Quality - Quality Measures - FURPS - Software Quality Assurance – Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA – Software Reliability - Introduction to SQA - The Software Quality Assurance Plan – Formal approaches to SQA - Clean room Methodology.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Apply project management concepts and techniques to an IT project.

CO2: Identify issues that could lead to IT project success or failure.

CO3: Explain project management in terms of the software development process.

CO4: Describe the responsibilities of IT project managers.

CO5: Apply project management concepts through working in a group as team leader.

Text Books:

1. Richard H. Thayer, "Software Engineering Project Management", John Wiley & Sons, 2nd edition,2001.
2. Royce, Walker, "Software Project Management", Pearson Education, 2002.
3. Kelker, S. A., "Software Project Management", Prentice Hall, 2003.

Reference Books:

1. Software Project Management, Bob huges, Mike cotterell, Tata McGraw Hill, New Delhi,2002.
2. Software Project Management: A Concise Study, S. A. Kelkar, PHI.
3. Software Project Management, Joel Henry, Pearson Education.
4. Software Project Management in practice, Pankaj Jalote, Pearson Education

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP503 E-COMMERCE AND DIGITAL MARKETS

L	T	P	C
3	0	0	3

Course Prerequisite: None

Course Objectives:

1. To Introduce the concept of e-business and the business models used in e-commerce
2. To elucidate about the e-commerce enablers and infrastructure
3. To enable the students to learn about supply chain management used by e-commerce players
4. Analyse the socio, political and ethical issues in e-commerce
5. To develop an insight into e-markets and e-commerce systems

UNIT I E – COMMERCE BUSINESS MODELS 9 hours

Introduction E-Business - Origin and Need of E-Commerce, – E– commerce v/s Traditional Commerce Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce frame work Electronic Commerce Models, Value Chains in Electronic Commerce. The Revolution Continues, E-commerce Business Models and Concepts, B2C business models, B2Bmodels, B2G, G2C, Business models for emerging Ecommerce area – customer to customer businessmodel, P2P business model, M-commerce models. IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models - Enterprise e-Business systems

UNIT II E – COMMERCE ENABLERS 9 hours

E- Commerce enablers, internet and its impact on business strategy Pre and Post Covid-19 Pandemic – industry structure, industry value chain, firm value chain. E-commerce Infrastructure: The Internet, Web, and Mobile Platform

UNIT III SUPPLY CHAIN MANAGEMENT IN E – COMMERCE 9 hours

B2B E-commerce: Supply Chain Management and Collaborative Commerce. – Introduction to Customer relationship management (CRM) -Building an E-commerce Presence: Web Sites, Mobile Sites, and Apps, E-commerce Marketing Communications -Pre and Post Covid-19 Pandemic. Impact of E-commerce on Traditional Retail Business. Quick commerce

UNIT IV SOCIAL, POLITICAL, AND ETHICAL ISSUES 9 hours

Ethical, Social, and Political Issues in E-commerce, Online Retailing and Services, Online Content and Media, Social Networks, Auctions, and Portals. The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.

UNIT V E-MARKETS **9 hours**

E-Markets Vs Traditional Market, e-Markets Success factors, e-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, e-Procurement-Models, e-procurement- Solutions – E-Commerce systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes - e-Commerce application trends – Web store requirements – clicks-and-bricks in e-Commerce- Electronic payment systems- impact on the e-business in the pre and post COVID 19 era.

(Relevant Case Studies to be discussed)

Course Outcomes:
Upon Successful completion of the course, students will be able to

CO1: Understand the concepts of e-business and the business models used in e-commerce

CO2: Learn about the e-commerce enablers and infrastructure

CO3: Develop an insight into supply chain management

CO4: Analyse into the socio, political and ethical issues in e-commerce.

CO5: Develop an understanding of e-markets and e-commerce payment systems

Text Books:

1. Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of India, 2019 15th Edition
2. Bhanver, J.,& Bhanver, K. (2017). Click!: The Amazing Story of India's E-commerce Boomand Where it's Headed.: Hachette

Reference Books:

1. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rded.). New Delhi: Tata McGraw Hill Education.
2. Erisman, P. (2017). Six Billion Shoppers: The Companies Winning the Global ECommerceBoom. Macmillan.
3. Kalakota, R., & Whinston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi: Pearson Education.
4. Vaitheeswaran, K.(2017). Failing to Succeed: The Story of India's First E-Commerce Company. India: Rupa Publications.
5. Kamalesh K Bajaj & Debjani Nag, e-Commerce, the Cutting Edge of BusinessTMH,2008
6. Parg Diwan,E-Commerce,Excel,2008
7. Chaffe, Pearson, e-Commerce and e-Business,2009

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

MBA I Year II Semester **Generic Elective – I**

24MBAP504 MANAGING DIGITAL INNOVATION AND TRANSFORMATION

L	T	P	C
3	0	0	3

Course Objectives:

1. To provide an overview of the digital transformation
2. To enable student to integrate digital innovation with digital transformation.
3. To enable student to apply Social Media platform for digital transformation.
4. To prepare student to assess how business organizations respond to the emerging trends in digital transformation.
5. To impart the knowledge of digital revolution.

UNIT I OVERVIEW OF DIGITAL TRANSFORMATION 9 hours

Digital Transformation Concepts: Markets, Environment and Structure, Designing your Digital Business Model, Launching and Growing a Digital Platform. **Understanding Transformation:** Business process transformation, Product or service digitization, customer engagement and experience, ecosystem and business model, IT delivery and transformation

UNIT II MANAGING DIGITAL INNOVATION AND TRANSFORMATION 9 hours

Introduction to digital transformation and innovation-classification of digital transformation and innovation – Managing digital innovation and transformation: Need for the transformation; Benchmarking the current digital capabilities, Analyze the results and Optimize performance - Apple case study. Technological developments leading to digital innovation.

UNIT III SOCIAL MEDIA TRANSFORMATIONS 9 hours

Social Media Transformations-Building Digital Capabilities-Challenges in Going Digital-Digital Transformations in the space of cloud computing-Prepare and Drive Digital Transformations - Online business models – technology mediated platform networks -Raymond's Case Study

UNIT IV DIGITAL TRANSFORMATION – NEW TRENDS 9 hours

Digital Transformation: From Products to Platforms, Linear Vs. Triangular Value Chains, The product Service Model: marketing, Finance and Supply Chains. Technological enabled disruptions in today's business environment, and Appraisal of response of incumbents to the technological disruptions – Paytm Case Study and Facebook Case Studies.

UNIT V DIGITAL INNOVATION AND REVOLUTION 9 hours

Organization and cultural issues - building and managing a virtual organization, Leveraging Open innovation, Governing Your Digital Platform, Strategy and Competition in the Digital Age, Factors for Digital Innovation and Revolution, Service Innovation Initiatives –Google Case Study

Recommended software's for Data Analysis

1. Dronahq
2. Pivotal
3. Adlib software

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Elucidate the concept digital transformation

CO2: Integrate digital innovation with digital transformation

CO3: Apply advances in social media platform for digital transformation.

CO4: Evaluate response of business organizations to the emerging trends in area of digital transformation.

CO5: Discuss digital revolution

Text Book:

1. Lindsay Herbert, Digital Transformation, Bloomsburt

Reference Books:

1. FundamentalsofElectricCircuitsbyCharlesK.AlexanderandMatthewN.O.Sadiku,McGraw-HillEduc Oswald AJ Mascarenhas, Business Transformation Strategies, SAGE

2. Nagy K Hanna, Mastering Digital Transformation, Emeralds.

3. Alexander Rauser, Digital Strategy

Mode of Evaluation: Assignments, Mid Term Tests and End Semester Examination.

Audit Course

MBA I Year II Semester **Audit Course**

24MBAP901 SOFT SKILLS

L	T	P	C
2	0	0	0

Course Objectives:

1. To expose the students to those soft skills which are crucial to an employee's ability to work smarter.

2. To enhance Art of Communication, Team Skills, Presentation & GD handling skills and preparing resume & Interview Skills.

UNIT I **6 hours**

Verbal Communication - Effective Communication - Active listening - Paraphrasing - Feedback Non- Verbal Communication - Body Language - Greetings, Introductions, Small Talk.

UNIT II **6 hours**

Self Enhancement - Importance of developing assertive skills - developing self-confidence – developing emotional intelligence - Importance of Team work – Team vs. Group - Attributes of a successful team – Barriers involved working with Groups – Dealing with People - Group Decision Making - Leadership skills - Empathy, self-realization (Identifying strengths and weaknesses), Motivation.

UNIT III **6 hours**

Presentation Skills – Stages involved in an effective presentation – selection of topic, content, aids – Engaging the audience – Time management – Mock Presentations & Feedback - GD skills – Understanding the objective and skills tested in a GD – General types of GDs – Roles in a GD – Do's & Don'ts – Mock GD & Feedback.

UNIT IV **6hours**

Types of Resumes – Resume preparation - Tips in writing resume - Interview handling Skills – Self preparation checklist – Grooming tips: do's & don'ts – mock interview & feedback - Goal setting.

UNIT V **6 hours**

Grooming etiquette – Telephone etiquette – E-mail etiquette, Professional electronic communication – Dining etiquette – Do's & Don'ts in a formal setting – How to impress.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand and apply knowledge of interpersonal communication and emotional intelligence effectively to solve challenges in Personal and Professional arena

CO2: Apply and develop assertive skills and self-confidence to go in line with Value based Leadership skills

CO3: Analyse and apply the skills to Work together effectively in team environment and lead themselves and others to accomplish organizational goals

CO4: Ability to understand, analyze and communicate in Discussions on global, economic, legal, and ethical aspects

CO5: Communicate effectively in public speaking in formal and informal situations by engaging themselves in independent learning and updating in professional etiquetttes in the broadest context.

Text Book:

1. "Soft Skills". Dr K Alex. S Chand Publications, New Delhi

2 The Seven Habits of Highly Effective People by Stephen R. Covey, Covey Leadership Center, 2005.

Reference Books:

1. Negotiate to Close by Gary Karnass, Simon and Schuster, 1987.

2. The greatest miracle in the world – OgMandino, Random House Publishing Group, 2009.

3. Working with Emotional Intelligence - Daniel Goleman, A&C Black, 2009.

4 Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd., Delhi, 2000.

Mode of Evaluation: Assignments and Mid Term Tests

MBA I Year II Semester **Audit Course**

24ENGP901 CREATIVE WRITING

L	T	P	C
2	0	0	0

Course Objectives:

1. To familiarize the students with different forms of writing: poetry, scene writing, and vignette and feature writing.
2. Apart from writing, the course will also encourage students to read and acquaint, appreciate and respond to different genres of writing.

UNIT I **6 hours**

Introduction to creative writing and reading, Poetry, Short Story, Drama, Fiction, Non Fiction, Feature Writing, etc.

UNIT II **6 hours**

Poetry, Scenario writing, feature and vignette writing, Haiku, Object Poem, List Poem, Visual Poem, Nature Poem, Scanning a poem and understanding its meaning

UNIT III **6 hours**

Writing a scene, finding sources from which to draw ideas to write scenes, creating an effective setting for a scene to take place; creating strong, believable characters in a scene.

UNIT IV **6hours**

Learning how a scene can drive the plot of a story, how to effectively use point of view to enhance a scene, how to write interesting and useful dialogue, self-editing own writing.

UNIT V **6 hours**

Writing a vignette, finding sources from which to draw ideas to write a vignette, organizing one's time and ideas to produce a longer piece of writing.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

1. Develop skills in writing, editing, and revision in the literary genre.
2. Analysis to inform appreciation and understanding of poetry.
3. Demonstrate the ability to read and respond thoughtfully.
4. Develop plot of the story and sketch characters with relevant dialogues; overall script writing and editing skills are imparted.
5. Understand the effective writing skills such as good essays and projecting scholarly ideas to the mass media.

Text Book:

1. Mills, Paul. 2006. Creative Writing Course Book. New York: Routledge.

Reference Books:

1. Jaron, Philip K. and Allan B. Lefcouitz. 2004. Creative Writer's Hand Book. 4th ed. Prentice Hall.

2. Bulman, Colin. 2007. Creative Writing: A guide and glossary to fiction writing. Polity Press.

3. Coles Notes. 1991. Dictionary of Literary Terms. Delhi: Chaman Enterprises.

4 Minot, Stephen. 1971. Three Genres: The Writing of Poetry, Fiction, and Drama. Englewood Cliffs:Prentice-Hall.

Mode of Evaluation: Assignments and Mid Term Tests

MBA I Year II Semester **Audit Course**

24ENGP902 EFFECTIVE PUBLIC SPEAKING

L	T	P	C
2	0	0	0

Course Objectives:

1. Recognize the significance of public speaking and active listening for management professionals
2. Apply strategies to boost confidence before and during public speeches
3. Plan suitable methods for delivering effective public speeches
4. Use effective visual aids and persuasion strategies for public speech
5. Enhance public speaking skills through rehearsals and audience feedback

UNIT I **6 hours**

Public Speaking – an overview – significance to management professionals – Importance of active listening and speaking skills

UNIT II **6 hours**

Building Confidence – Overcoming fear and anxiety, Preparation of Speech and Audience Analysis

UNIT III **6 hours**

Organization of Speech – Stage etiquette, Storytelling strategies, prepared and impromptu delivery

UNIT IV **6hours**

Building curiosity: use of visual aids, asking rhetorical questions, conducting polls, referring to contemporary incidents, success journey stories, incorporating humour, etc.

UNIT V **6 hours**

Methods to obtain audience feedback: building questionnaire, self and peer feedback; strength and weakness analysis

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the importance of public speaking and active listening for management professionals

CO2: Apply techniques to overcome fear and anxiety before and during public speaking

CO3: Analyze and apply suitable modes to enhance the effectiveness of public speaking

CO4: Analyze and implement suitable visual aids and persuasion strategies

CO5: Analyze strengths and weaknesses and improve public speaking skills through feedback.

Text Book:

1. Pushp Lata and Sanjay Kumar. Communicate or Collapse New Delhi: Prentice Hall of India, 2007.

Reference Books:

1. Lucas, Stephen E. The Art of Public Speaking. Third Edition, Singapore: McGraw- Hill, 1989.

2. Deanna D Sell now Public Speaking A Process Approach Media Edition, Wadsworth/Thomson, 2003.

3. Jaffe, Clella. Public Speaking New Delhi: Cengage Learning India Pvt. Ltd, 2008.

4 Bellingham, Jo. Giving Presentations Delhi: Oxford University Press. 2003.

5 Qubein, Nido. How to be a Great Communicator New Delhi: Viva. 1997.

Mode of Evaluation: Assignments, Mid Term Tests

Open Elective

MBA I Year II Semester **Open Elective**

24MEP301 TOTAL QUALITY MANAGEMENT

L	T	P	C
3	0	0	3

Course Objectives:

1. Study comprehensive knowledge about the principles, practices, tools and techniques of total quality management.
2. Gain knowledge on leadership, customer satisfaction, addressing customer complaints, team work, employee involvement, related to customer and supplier partnership.
3. Gather information on various tools and techniques, concept on Six Sigma, bench marking and Failure Mode Effective Analysis (FMEA).
4. Know the importance of Quality circle, Quality Function Deployment, Taguchi design and case studies related to TQM.
5. Implement TQM

UNIT I INTRODUCTION **9 hours**

Introduction - Need for quality - Evolution of quality - Definition of quality – Quality control,Quality management and Quality Assurance - Definition of TQM – Basic concepts of TQM – TQM Framework - Contributions by Deming, Juran and Crosby – Dimensions of quality – Benefits of quality and Barriers

UNIT II TQM Principles **9 hours**

TQM principles - Strategic quality planning, Quality statements - Customer focus– Customer orientation, Customer satisfaction, Customer complaints Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement – Supplier partnership – Partnering, Supplier selection, Supplier Rating.

UNIT III Tools and Techniques I **9 hours**

The seven traditional tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA.

UNIT IV Tools and Techniques II **9hours**

Quality circles – Quality Function Deployment (QFD) – Design of Experiments-Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality Performance measures.

UNIT V IMPELMENTATION OF TQM 9 hours

Steps, KAIZEN, 5S, JIT, POKAYOKE, I - Introduction to Robust Design, ISO Standards and Case studies.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the various principles and practices of TQM to achieve quality.
CO2: Identify the various statistical approaches for Total Quality Control.
CO3: Demonstrate the TQM tools for continuous process improvement.
CO4: Adopt the importance of ISO and Quality systems.
CO5: Make use of the concepts of TQM to solve case studies

Text Book:

1. Dale H. BesterField, et al., Total Quality Management, Pearson Education Asia, Third Edition, Indian Reprint (2003).

Reference Books:

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, (6th Edition), South-Western (Thomson Learning), 2005.

2. Oakland, J.S. TQM – Text with Cases", Butterworth – Heinemann Ltd., Oxford, Third Edition (2003).

3. Suganthi,L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. (2006)

4 Model.

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA I Year II Semester **Open Elective**

24CSEP301 MULTIMEDIA TECHNOLOGIES

L	T	P	C
3	0	0	3

Course Objectives:

1. To provide the foundation knowledge of multimedia computing.
2. To provide the knowledge about media characteristics compression standards, multimedia representation, data formats, multimedia technology development.
3. To understand Multimedia, I/O technologies
4. To understand Multimedia Networks
5. To understand Multimedia security and forensics:

UNIT I **INTRODUCTION TO MULTIMEDIA TECHNOLOGIES** **9 hours**

Introduction to Multimedia: Multimedia Elements – Multimedia applications – Multimedia System Architecture – Evolving technologies for Multimedia – Defining objects for Multimedia systems – Multimedia Data interface standards – Multimedia Databases.

UNIT II **COMPRESSION AND FILE FORMATS** **9 hours**

Compression and Decompression: Need for Data Compression – Types of Compression – Binary Image Compression Schemes – Image Compression – Video Compression – Audio Compression. Data and File Format Standards: Rich Text Format – TIFF File Format – Resource Interface File Format – MIDI File Format - JPEG DIB File Format – AVI Indeo File Format – MPEG Standards –TWAIN.

UNIT III **MULTIMEDIA I/O TECHNOLOGIES** **9 hours**

Input and Output Technologies: Multimedia I/O Technologies: Image Scanners – Digital Voice and Audio– Digital Camera – Video Images and Animation – Full Motion Video -Video Motion Analysis.

UNIT IV **MULTIMEDIA NETWORKS** **9 hours**

Protocol - QOS Issues - RTP, RTCP, RTSP, SIP - Media on demand –ITV - STB Broadcast Schemes for VoD Buffer Management- Multimedia over wireless networks.

UNIT V **MULTIMEDIA SECURITY AND FORENSICS** **9 hours**

Multimedia encryption - Digital Watermarking Security Attacks- Digital Forensics taxonomy, goals/requirements - Forensic Data Acquisition -Forensics Analysis and Validation.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand the characteristics of different media and the representations of different multimedia data formats.
CO2: Understand the characteristics of Image, Audio and Video systems and takes into considerations in multimedia techniques design and implementation.
CO3: Describe different coding and compression principles and compare different compression techniques.
CO4: Design multimedia components efficiently
CO5: Develop integrated, collaborative multimedia systems

Text Book:

1. K. Andleigh, Kiran Thakrar , Multimedia Systems Design, PHI, 2007
2. ZeNian Li, S. Drew, "Fundamentals of Multimedia", PHI, 2006
3. Li, Ze-Nian and Mark S. Drew, "Fundamentals of Multimedia", Prentice Hall of India, 2004.
4. Steinmetz Ralf and K. Nahrstedt "Multimedia: Computing, Communications & Applications", Pearson Education, 1995.

Reference Books:

1. Ralf Steinmetz and Klara, "Multimedia Computing, Communications andApplications", Pearson Education, 2009
2. Min Wu, Bede Liu, "Multimedia Data Hiding", Springer-Verlag, 2002
3. I.Cox, M. Miller, and J. Bloom, "Digital Watermarking", Morgan Kaufman Publishers, 2001
4. Chun-Shien Lu, "Multimedia Security : Steganography and Digital Watermarkingtechniques forProtection of Intellectual Property", Springer Inc 2007

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

MBA I Year II Semester **Open Elective**

24CSEP302 DATA ANALYSIS USING R

L	T	P	C
3	0	0	3

Course Pre-requisite: None

Course Description:

This course is an applied statistics course focusing on data analysis. The course will begin with an overview of how to organize, perform, and write-up data analyses. Instead of focusing on mathematical details, the lectures will be designed to help you apply these techniques to real data using the R statistical programming language, interpret the results, and diagnose potential problems in your analysis. This course covers practical issues in statistical computing which include programming in R, reading data into R, accessing R packages, writing R functions, debugging, profiling R code, and organizing and commenting R code.

Course Objectives:

1. To learn fundamental concepts of R programming and its utility in data analysis, including working with various data types, objects, and structures.
2. To understand the role of control structures and develop the ability to write custom functions with appropriate scoping rules in R.
3. To master loop functions for repetitive tasks and learn debugging techniques to ensure error-free code execution.
4. To learn simulation fundamentals and code profiling techniques to analyze and optimize R scripts.
5. To expertise in working with vectors and variables in R and apply vectorized operations for efficient programming.

UNIT I INTRODUCTION 9 hours

Gain a comprehensive overview of R, its applications, and utility in data analysis. Explore the various data types and objects available in R, understanding their properties and uses. Learn to efficiently read data from different file formats and write data outputs using R. R Data Structures – Vectors – Lists – Arrays – Matrice - Data Frames - Factors.

UNIT II CONTROL STRUCTURES AND FUNCTIONS 9 hours

Understand the role of control structures in programming, such as conditional statements and loops, to manage the flow of execution. Develop and utilize custom functions in R, along with a deep dive into scoping rules for variable accessibility. Learn to handle and manipulate dates and times for temporal data analysis.

UNIT III LOOP FUNCTIONS AND DEBUGGING 9 hours

Master the application of loop functions in R, such as apply, lapply, sapply, and their variants, to streamline repetitive tasks. Discover effective debugging tools and techniques to identify and resolve errors in your R code, ensuring robust and efficient Discover effective debugging tools code execution.

UNIT IV PROFILING R CODE 9 hours

Learn the fundamentals of simulation to model and analyze real-world scenarios. Acquire skills in code profiling to evaluate the performance of R scripts, identify bottlenecks, and optimize the efficiency of code for computational tasks.

UNIT V VECTOR AND VARIABLES 9 hours

Engage with the R interpreter to execute and test code interactively, gaining real-time feedback. Understand the structure and manipulation of vectors and variables, which form the backbone of R programming. Explore the creation and application of R functions for a deeper insight into vectorized operations.

(Relevant Case Studies to be discussed)

Course Outcomes:

Upon Successful completion of the course, students will be able to

CO1: Understand basic R data structures like vectors, lists, arrays, matrices, data frames, and factors for data handling.

CO2: Use control structures and functions to manage program flow and handle date-time data in R.

CO3: Utilize loop functions such as apply, lapply, and sapply, and debug code to ensure robust and efficient execution.

CO4: Analyze profiling R code, identify performance bottlenecks, and optimize computational efficiency.

CO5: Demonstrate various operations on vectors and variables, leveraging R's interpreter for interactive testing and execution.

Text Book:

1. R Programming for Data Science by Roger D.Peng, Lean publisher.

2 25 Recipes for Getting Started with R, Publisher: O'Reilly Media, January 2011.

3 Learning R Paperback by Richard Cotton, Publisher: O'Reilly; 1 edition (20 September 2013).

Reference Books:

1. R for Data Science By Hadley Wickham, Mine Çetinkaya-Rundel and Garrett Grolemund, Publisher: O'Reilly Media, Inc., 2nd Edition, June 2023.

Web Resources:

1. https://www.coursera.org/course/rprog

2. https://www.coursera.org/course/dataanalysis

3. https://adv-r.hadley.nz/

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.