



KRISHNA UNIVERSITY
DEPARTMENT OF MANAGEMENT
MACHILIPATNAM – 521 004

Minutes of the PG Board of Studies Meeting in the Department of Management for revision of syllabus of MBA Programme for the admitted batch 2026-27 held on 17-09-2026 at 12:00 PM in hybrid mode.

Members of the PG Board of Studies:

S. No.	Name of the BOS Member	Designation	Signatures
1	Dr. M. Sravani, Krishna University	Chairperson	<i>M. Sravani</i> 17/09/26
2	Dr. Ch. Jayasankara Prasad, Krishna University	Member	
3	Dr. R. Padmaja, Krishna University	Member	<i>R. Padmaja</i> 17/09/26
4	Prof. R. Sivarama Prasad, Department of Commerce & Business Administration, Acharya Nagarjuna University, Guntur	Member	-
5	Prof. Jaladi Ravi, Department of Commerce and Management Studies, Andhra University, Visakhapatnam	Member	Online
6	Dr. P. Uma Maheswari Devi, Dept. of Business Management, Adi Kavi Nannaya University, Rajahmundry	Member	-
7	Dr. Shifali, Principal, The Hindu College-MBA, Machilipatnam	Member	Online
8	Dr. J. Katyayani, Prof. & Head, Dept. of Business Management, School of Social Sciences, Sri Padmavathi Mahila Viswavidyalayam, Tirupati	Member	Online
9	Dr. M. Venkateswarlu, Professor & Vice-Principal, Department of Commerce College of CM & CS, S.V. University, Tirupati	Member	Online
10	Dr. Anil Rachamalla, Vice-President, Fourth Square	Member	Online
11	Two Meritorious final-year PG student representatives, to be identified by the Chairperson from the PG final-year merit list of every outgoing batch	Member	-

Agenda:

Review and approval of the proposed MBA I and II Semester syllabus for the academic year 2026–27 (Batch of 2026).

Resolution:

The Board of Studies thoroughly reviewed and discussed the proposed MBA I & II Semester syllabus for the students admitted during the academic year 2026–27. The Board considered the observations, suggestions, and recommendations received from the members and deliberated on the proposed modifications. After detailed discussion, the Board resolved to approve the revised MBA I & II Semester syllabus, incorporating the necessary modifications and suggestions, and recommended the same for adoption and implementation from the academic year 2026–27.

Annexure-I

The detailed Course Structure of MBA I and II Semesters are attached herewith:

H. Savan
17/07/26

R. Pandey
17/07/26



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KRISHNA UNIVERSITY: MACHILIPATNAM
COURSE STRUCTURE FOR MASTER OF BUSINESS
ADMINISTRATION

W.E.F.2026-27(R-26 Regulations)

I SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE /IDC/DSE/ SEC/OEC/MOOCs	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
26MBA101	Management Process & Organizational Behavior	4	0	0	Core	30	70	4
26MBA102	Managerial Economics	4	0	0	Core	30	70	4
26MBA103	Business Environment and Business Laws	4	0	0	Core	30	70	4
26MBA104	Financial Reporting and Analysis	4	1	0	Core	30	70	4
26MBA105	Business Analytics for Managerial Decision Making	4	1	0	Core	30	70	4
26MBA106	Managerial Communication	3	1	0	Core	30	70	3
26MBA107	Personality Development Through Life Enlightenment Skills	3	1	0	Core	30	70	3
LAB/PRACTICAL/FIELDWORK								
26MBA108	MS Excel & Accounting Tally	0	4	0	Core	30	70	2
TOTAL FOR FIRST SEMESTER		26	08	0	-	240	560	28

II SEMESTER

Course Code	Course Name	Teaching Hours/week			CORE /IDC/DSE/SEC/OE C/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
26MBA201	Marketing Management	4	0	0	Core	30	70	4
26MBA202	Human Resource Management	4	0	0	Core	30	70	4
26MBA203	Financial Management	4	0	0	Core	30	70	4
26MBA204	Entrepreneurship & Small Business Management	3	1	0	Core	30	70	3
26MBA205	Research Methodology & IPR	3	1	0	Core	30	70	3
26MBA206	Operations Research	4	1	0	Core	30	70	4
DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY ONE)								
26MBA207(I)	Leadership and Change Management	4	0	0	DSE	30	70	4
26MBA207(II)	Consumer Behavior and Marketing	4	0	0	DSE	30	70	4

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 15/09/26 R. Padma 11/07/26

	Research							
26MBA207(III)	Cost and Management Accounting	4	0	0	DSE	30	70	4
26MBA 207(IV)	Operations Management	4	0	0	DSE	30	70	4
26MBA 207(V)	Logistics and Supply Chain Management	4	0	0	DSE	30	70	4
LAB/PRACTICAL/FIELDWORK								
26MBA208	Selling & Negotiation skills	0	4	0	Core	30	70	2
TOTALFORSECONDSEMESTER		26	07	0	-	240	560	28
At the end of 2 nd semester, every student must undergo summer Internship/Apprenticeship/Project work/Industrial Training/Research based Project work for Six weeks and must prepare a report concerned as per approved project guidelines and submit the same to the University 14 days before the commencement of third semester end examinations.								

Dr. Farhan
17/09/26

R. Padmaja
17/09/26



KRISHNA UNIVERSITY: MACHILIPATNAM
COURSE STRUCTURE FOR MASTER OF BUSINESS
ADMINISTRATION
W.E.F. 2026-27 (R-26 Regulations)

I - SEMESTER

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
26MBA 101	Management Process & Organizational Behavior	4	0	0	Core	30	70	4
26MBA 102	Managerial Economics	4	0	0	Core	30	70	4
26MBA 103	Business Environment and Business Laws	4	0	0	Core	30	70	4
26MBA 104	Financial Reporting and Analysis	4	1	0	Core	30	70	4
26MBA 105	Business Analytics for Managerial Decision Making	4	1	0	Core	30	70	4
26MBA 106	Managerial Communication	3	1	0	Core	30	70	3
26MBA 107	Personality Development through Life Enlightenment Skills	3	1	0	Core	30	70	3
LAB/PRACTICAL/FIELD WORK								
26MBA 108	MS Excel & Accounting Tally	0	4	0	Core	30	70	2
TOTAL FOR FIRST SEMESTER		26	08	0	-	240	560	28

II SEMESTER

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
26MBA 201	Marketing Management	4	0	0	Core	30	70	4
26MBA 202	Human Resource Management	4	0	0	Core	30	70	4
26MBA 203	Financial Management	4	0	0	Core	30	70	4
26MBA 204	Entrepreneurship & Small Business Management	3	1	0	Core	30	70	3
26MBA 205	Research Methodology & IPR	3	1	0	Core	30	70	3
26MBA 206	Operations Research	4	1	0	Core	30	70	4
DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY ONE)								
26MBA 207(I)	Leadership and Change Management	4	0	0	DSE	30	70	4
26MBA 207(II)	Consumer Behavior and Marketing Research	4	0	0	DSE	30	70	4
26MBA 207(III)	Cost and Management Accounting	4	0	0	DSE	30	70	4
26MBA 207(IV)	Operations Management	4	0	0	DSE	30	70	4
26MBA 207(V)	Logistics and Supply Chain Management	4	0	0	DSE	30	70	4
LAB/PRACTICAL/FIELD WORK								
26MBA208	Selling & Negotiation skills	0	4	0	Core	30	70	2

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TOTAL FOR SECOND SEMESTER	26	07	0	-	240	560	28
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At the end of 2nd semester, every student must undergo summer Internship/ Apprenticeship/Project work/Industrial Training/Research based Project work for Six weeks and must prepare a report concerned as per approved project guidelines and submit the same to the University 14 days before the commencement of third semester end examinations.

INTERNSHIP:

1. At the end of second semester examination, every student of MBA will undergo on-the- job practical training in any manufacturing, service or financial organization. The training will be minimum of 6 weeks duration. The University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Department, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.
6. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 60 to 80 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound copies of the report will be submitted to the University. The report will be typed on A-4 size paper.
7. The Report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
8. It is mandatory for the student to make presentation of his report in the presence of teachers & students. The student is expected to answer to the queries and questions raised during such presentation.

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PROJECT WORK:

The Project Work will comprise Report of 50 marks and Presentation of 50 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 60 or more. The report should be typed in A-4 size paper.

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

INDUSTRIAL VISIT:

The Department shall also arrange time to time industrial visit of MBA students. However, no credit shall be assigned for such visits and it will not be reflected in the transcripts.

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DETAILED SYLLABUS

26MBA101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Name	Management Process and Organizational Behavior	L	T	P	C	IM	EM	TM
Course Code	26MBA101	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The demand for professionally qualified managers in India is increasing every year because of rapid industrialization and growing competition. To achieve professional competence, managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. A comprehensive understanding of these principles of management will increase their decision-making ability and sharpen their tools for the purpose. This course also provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision making, communication and organizational change and development.

Course Objectives:

- To enable students to have a basic perspective of management theories and practices in business organizations;
- To study other functional areas of management and to provide the students with the conceptual framework and the theories underlying organizational behaviour;
- To help students understand organizational behavior and management practices by examining psychological principles; and
- To understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Explain the importance & role of management in the business organizations;
- ✓ Evaluate the different aspects related to decision making and controlling process;
- ✓ Identifying various leadership styles and their suitability to the situation.
- ✓ Apply organizational behaviour theories and concepts to individual work experiences;

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- ✓ Know how to work more effectively in a team environment;
- ✓ Understand the influence of organizational culture on individual and group behaviour;
- ✓ Understand how various elements help in shape organisational culture;
- ✓ Compare and contrast theories of organizational behaviour; and
- ✓ Analyze management issues as related to organizational behaviour.

Course Content:

UNIT-I (12 Hours)

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment–Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II (12 Hours)

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives. Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

UNIT-III (12 Hours)

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis - Control Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control.

UNIT-IV (12 Hours)

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB - Different models of OB – Understanding Individual Behavior – Perception- Concept– Process-Learning-Concept – Theories of learning - Personality –Concept-Personality traits Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

UNIT-V (12 Hours)

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of

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planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- ✓ Identifying any five organizations and group them into different types of organizations based on Management at work place.
- ✓ Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- ✓ Study any three companies following OD interventions and identify effective technique.
- ✓ Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

REFERENCE TEXT BOOKS:

- 1) Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
- 2) Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
- 3) Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to Theory and practice, Sage, London, 2011.
- 4) Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
- 5) Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
- 6) Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
- 7) Luthans. F. Organizational Behaviour, TMH.
- 8) Robbins, Management, 7/e, Pearson Education.
- 9) John F. Wilson, The Making of Modern Management, Oxford University Press.

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26MBA102: MANAGERIAL ECONOMICS

Course Name	Managerial Economics	L	T	P	C	IM	EM	TM
Course Code	26MBA102	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Managerial economics is a stream of management studies that emphasizes primarily solving business problems and decision-making by applying the theories and principles of microeconomics and macroeconomics. It is a specialized stream dealing with an organization's internal issues by using various economic theories. This course is aimed to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. This course covers concepts such as goals of the firm, optimization techniques, demand theory and estimation, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice and business cycles.

Course Objectives:

The basic objective of the course is to equip students with skill sets in applying an analytical approach to the study of how individuals and business units deal with the fundamental problems of scarce resources, understanding of the nature of prices and of markets, role of information and interventions, and business cycles.

The Course will introduce the students to

- Use economic tools to explain the optimal allocation of resources within the firm.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure. Analyze economic problems of business and suggest solutions and help the managers in decision-making.

Course Learning Outcomes:

- ✓ At the end of this course the students should be able to:
- ✓ Develop an understanding of the applications of managerial economics.
- ✓ Develop an understanding of theories and principles in microeconomics including price theory, firm theory, and market structure.
- ✓ Describe how changes in demand and supply affect markets
- ✓ Distinguish between the different market structures and pricing practices available to and used by firms.

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- ✓ Explain relationships between production and costs
- ✓ Apply the knowledge of the mechanics of supply and demand to explain working of markets
- ✓ Develop analytical skills related to economic theories in business contexts.

Course Content:

UNIT- I: (12 Hours)

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT- II: (12 Hours)

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm- Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

UNIT- III: (12 Hours)

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long-Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT -IV: (12 Hours)

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT- V: (12 Hours)

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.

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PRACTICAL COMPONENTS:

- ✓ Study of demand elasticity for a product when there is a price increase or price decrease.
- ✓ Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- ✓ An in-depth study of economic indicators on the growth rate.
- ✓ Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE TEXT BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

26MBA103: BUSINESS ENVIRONMENT AND BUSINESS LAWS

Course Name	Business Environment and Business Laws	L	T	P	C	IM	EM	TM
Course Code	26MBA103	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Business Environment requires a rigorous examination of the external and internal environment affecting the contemporary business scenario. A thriving manager needs to be aware of the dynamic environment, related issues, and sensitivity towards societal needs. Managers, regardless of industry or company size, must approach their operating strategies, from a global perspective. The course also provides an understanding and analysis of business laws and their impact on businesses. This will help the practitioners and budding scholars of management to make the best decisions.

Course Objectives:

The basic objective of the course is:

- To identify the definable aspects of business environment within which a business organisation has to function.
- To develop an insight so as to adapt to the changing trends of business environment
- To explore the pragmatic parameters which influence decision making process in business.

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- To understand and acquire knowledge of business laws that impacts prospects of businesses

Course Learning Outcomes:

After successful completion of the course, the student will be able to

- ✓ Identify and evaluate the complexities of business environment and their impact on the business.
- ✓ Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
- ✓ Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
- ✓ Gain knowledge about the operation of different institutions in international business environment.
- ✓ Acquire the knowledge of business laws related to incorporating a company
- ✓ Understand regulatory framework in India.

Course Content:

UNIT- I (12 Hours)

Understanding Business Environment: Meaning, Nature & Scope – Types of Business Environment- Internal & External Environment, Micro & Macro Environment – PESTEL & SWOT Analysis, Porter's 5 force model – Types of business, Environmental Analysis.

UNIT- II (12 Hours)

Economic Environment of Business: Indian Perspective, Nature & Structure of Indian Economy, Economic Policies & Conditions – Economic role of Government in India – Foreign Trade, Liberalization, Privatization, & Globalization – Financial Environment of Business: Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy.

UNIT-III (12 Hours)

Socio Culture and Technological Environment of Business: Business and Society, Social Objectives of Business, Corporate Social Responsibility, Consumer Rights & Corporate Governance - **Technological Environment;** Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges.

UNIT-IV (12 Hours)

Indian Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract – Law of agency-

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meaning, creation and termination of agency – Corporate Incorporation and Management.

UNIT-V (12 Hours)

Sale of Goods Act, 1930 – Negotiable Instruments Act, 1881 – Companies Act, 1956 and its amendments till date – Competition Act, 2002 – Consumer Protection Act, 1986 and its amendments till date.

PRACTICAL COMPONENTS:

- ✓ Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses.
- ✓ Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same.
- ✓ Students to collect analyze and discuss MOA, AOA & Prospectus of a company.
- ✓ Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.

REFERENCE TEXT BOOKS:

- 1) Ashwathappa (2006) Essentials of Business Environment. Bombay: Himalaya Publishing House
- 2) Francis Cherunilam (1993) Business Environment. Bombay: Himalaya Publishing House,
- 3) Agarwal, Raj (2002) Business Environment, New Delhi: Excel Books
- 4) Cherunilam, Francis (1997) Business Environment, Mumbai: Himalaya Publishing House
- 5) Mathew M.J. (2003), Business Environment: A study of socio cultural, economic and legal environment in business, Jaipur RBSA Publishers.
- 6) MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
- 7) Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
- 8) Akhileshwar Patha, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
- 9) P.P.S. Gogna, Company Law, S.Chand, 2016.
- 10) Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.

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26MBA104: FINANCIAL REPORTING AND ANALYSIS

Course Name	Financial Reporting and Analysis	L	T	P	C	IM	EM	TM
Course Code	26MBA104	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Financial reporting and analysis course provides an understanding of financial accounting and reporting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, and creditors. This course focuses on understanding how economic events like financing transactions and operating activities are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows/funds flow). Along the way, students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis, and to interpret how accounting standards and managerial incentives affect the financial reporting process. This course is well recommended for students who want a more in-depth overview of the financial accounting and reporting required for understanding firm performance and potential future risks through analysis of reported financial information, such as students intending to go into financial analysis and Financial Manager, security analyst, etc.

Course Objectives:

- To provide the students with the basic concepts and practices leading to preparation and presentation of financial statements.
- To familiarize the students with the financial statements of an organization as a user of management information.
- To introduce the students to the legal and practical aspects of accounting of major components of financial statements.
- To discuss the various concepts, tools and practices in analysis and interpretation of financial statements.

Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Demonstrate various concepts & steps that organizations follow in financial accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.
- ✓ Break down the accounting process and system through accounting equations so as to analyze the classifications of revenues and expenses.

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- ✓ Understand the financial statement analysis, and use tools and techniques to analyse and interpret the key parameters of financial performance
- ✓ Discover how balance sheets, income statements, and cash flow statements are developed and how each one is interpreted.
- ✓ Evaluate the financial health of a business using financial statements.
- ✓ Prepare and evaluate financial forecasts to make strategic decisions

Course Content:

UNIT- I (12 Hours)

Basic Accounting Concepts – Trial Balance – Reconciliation – Income and Expenditure statements – Depreciation - Cash flow statement - Purpose - Uses - Structure - Format of cash flow statement - Preparing cash flow statement -reporting cash flows - Interpreting the cash flow statement

UNIT- II (12 Hours)

Objective and users of financial statements – The reporting entity – Elements of financial statements – Financial Analysis – Articulation of financial statements – Elements from which financial statements are constructed

UNIT- III (12 Hours)

Standards of comparison - Earnings quality -Techniques of Financial Statement Analysis - Using financial ratios -corporate disclosure policy - Efficient market hypothesis and financial statement analysis - Earnings management interpreting financial reports - Scanning the annual report

UNIT- IV (12 Hours)

Effect of changes in accounting principles – Sustainable earnings – Recurring vs nonrecurring – operating vs non-operating – Continuing vs discontinued Effect of discontinuing operations – comprehensive income – revenue recognition – Various forms of sales growth – internally-generated growth, growth from acquisitions - Ratio Analysis – Financial statements forecasting – accounting policies, changes in accounting estimates and errors – events after the balance sheet date.

UNIT- V (12 Hours)

Responsibility Accounting & Reporting Introduction, Meaning and significance of Responsibility Accounting - Prerequisites for Responsibility Accounting - Meaning of Responsibility Centers - Types of Responsibility Center - Relevance of Responsibility - Reporting, Limitations of Responsibility Accounting - Divisional Performance Measurement: Periodic Evaluation of Performance – Overall and Divisional Profit as a Yardstick for Periodic Performance Evaluation.

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PRACTICAL COMPONENTS:

- ✓ Students are asked to identify and summarise the components of given financial statements (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are asked to prepare trial balance, and trading and Profit & loss account and balance sheets to the company reports (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are to form groups (group consists of 4-6 students) to submit a brief report on modern financial reporting practices followed in Indian and Multinational companies.

Case Study (Not Exceeding 300 words)

REFERENCE TEXT BOOKS:

- 1) Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana. Latest Edition
- 2) Pandey I.M: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
- 3) Khan M. Y. & Jain P K: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
- 4) Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.
- 5) Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases.

26MBA105: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING

Course Name	Business Analytics for Managerial Decision Making	L	T	P	C	IM	EM	TM
Course Code	26MBA105	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The role of business analytics in assisting decision-making has now become essential for all organizations in today's data-driven world where data and the insights that it can inspire are a source of competitive advantage. While business analytics is now being used at various levels within the organization. This course gives an introduction to the area of business analytics. Business Analytics (BA) is generally understood as the extensive use of data, mathematical and statistical models using exploratory, descriptive, predictive and causal models under the framework of evidence and fact-based management to drive decisions and actions.

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Course Objectives:

- To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making;
- To become familiar with the processes needed to acquire and prepare data, develop, fit, validate and deploy models and use them for decision making;
- To acquire knowledge about different analytical tools used for model building, to establish relationship among different variables that effect business decision making.

Course Learning Outcomes:

By the end of the course, student s will be able to

- ✓ To explain how data analytics can create a competitive advantage for businesses in the digital economy
- ✓ To describe strategic/managerial/organizational problems related to analytics for an organization or industry.
- ✓ To identify and articulate solutions for generating organizational value through improved data analytic maturity.
- ✓ To apply data analytics to assist strategic-level decision-making.

Course Content:

UNIT -I (12 Hours)

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT -II (12 Hours)

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer's Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes' Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics- Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

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UNIT- III (12 Hours)

Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Chi-square test, and Spearman R) – **Parametric Tests**: Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation (**Theory and Problems**).

UNIT-IV (12 Hours)

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression (**Theory and Problems**) – Factor Analysis – Cluster Analysis (**Theory**) – Econometrics and Time Series Forecasting (**Theory and Problems**).

UNIT-V (12 Hours)

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (**Theory**).

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- ✓ Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
- ✓ Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- ✓ Students should conduct a team-based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- ✓ Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- ✓ Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- ✓ Students are asked to conduct Market survey to know the consumer perception towards any FMCGs

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REFERENCE TEXT BOOKS:

- 1) Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
- 2) Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
- 3) Ledolter, *Data Mining and Business Analytics with R*, Wiley.
- 4) Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modeling Fundamentals + website*, Wiley, 2013.
- 5) Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
- 6) C R Kothari, *Research Methodology*, VishwaPrakashan, 2002.
- 7) Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007

26MBA106: MANAGERIAL COMMUNICATION

Course Name	Managerial Communication	L	T	P	C	IM	EM	TM
Course Code	26MBA106	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

This course explores the important roles that communication plays in managers/leaders being effective in their tasks as they exchange meaning with supervisees, peers, supervisors, the larger organization, and the community. Both formal and informal communication will be addressed. The course also explores the relationship between management and communication, providing students with the skills to improve their management communication skills.

Course Objectives:

- To develop application of written, oral and interpersonal communication skills and familiarize the students with gaps for personal effectiveness and ways to overcome them.

Course Learning Outcomes:

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

- ✓ Understand communication skills and sensitize them to their potential to become successful managers
- ✓ Explain the various types of communication in Business Organizations.
- ✓ To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication,

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enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public Identify the role of communication conflict in intercultural relationships.

- ✓ Analyzing the communication styles of successful managers.
- ✓ Identifying barriers to managerial communication and suggesting solutions for these problems.
- ✓ Explaining how communication styles affect the workplace.

Course Content:

UNIT-I (12 Hours)

Fundamentals of Communication – Introduction, Understanding Communication, the communication process, Barriers to communication, the Importance of Communication in the Workplace.

UNIT-II (12 Hours)

Expressive Communication – Written Communication, Business Letters. E-mail, Memo, Reports and Proposals, Oral Communication, Presentation Skills, Meetings, Managerial Speeches, Interviews, Non-verbal Communication, Kinesics, Proxemics, Voice.

UNIT-III (12 Hours)

Receptive Communication Skills – Listening, Importance, Types, Barriers, Improving Listening, Reading Body Language.

UNIT-IV (12 Hours)

Organizational Communication – Internal, Types, Channels, Diversity and Intercultural Communication, External Communication, Types, Channels, Use of Technology.

UNIT-V (12 Hours)

Interpersonal Communication – Interpersonal needs, Reducing Misunderstandings, Rapport Building, Negotiation Skills, Johari Window, Transactional Analysis; **Employment Communication** – Resumes and Cover Letters, Introduction, writing a Resume, Writing Job Application Letters, Group Discussion and Interviews

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Demonstrate the effect of noise as a barrier to communication.
- ✓ Make students enact and analyze the non-verbal cues.
- ✓ Give exercises for clarity and conciseness in written communication.

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- ✓ A suitable case is to be selected and administered in the class sticking
- ✓ Demonstrate the effect of noise as a barrier to communication.
- ✓ Make students enact and analyze the non-verbal cues.
- ✓ Give exercises for clarity and conciseness in written communication.
- ✓ A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- ✓ Demonstrating Video conferencing & teleconferencing in the class.
- ✓ Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- ✓ Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCE TEXT BOOKS:

- 1) Bovee and Thill: *Business Communication Today*, McGraw-Hill, Second Edition
- 2) Guffey M. E.: *Business Communication Process & Product*, Thompson, South-Western
- 3) Level D.A: *Managerial Communications*, Business Publications, Plano, Texas
- 4) Pradhan and Pradhan: *Business Communication*, Himalayan Publishing House
- 5) Seely J, Oxford *Writing and Speaking*, Oxford
- 6) Raman and Singh: *Business Communication*, Oxford University Press, New Delhi
- 7) Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
- 8) Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
- 9) Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
- 10) Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
- 11) K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
- 12) Shirley Taylor, *Communication for Business*, Pearson Education.
- 13) Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
- 14) Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

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26MBA107: PERSONALITY DEVELOPMENT THROUGH LIFE ENLIGHTENMENT SKILLS

Course Name	Personality Development through Life Enlightenment Skills	L	T	P	C	IM	EM	TM
Course Code	26MBA107	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Personality development is the development of your behavior patterns and attitude. It is the result of where we are born, the circle we interact with and our personal temperament. Every person is different. There are some characteristics traits that make you unique. Personality development through life enlightenment course aims to help students identify negative behaviors which may be stopping them from reaching their desired goals. This course will help students both in their personal and desired professional life. The other purposes of personality development through life enlightenment course are to enable you lead stress-free and healthier life, ethical decision-making ability, enhanced confidence level, and building a more pleasing personality.

Course Objectives:

The Course will introduce the students to

- 1) Learn to achieve the highest goal happily.
- 2) Become a person with stable mind, pleasing personality and determination.
- 3) Learn to build positive attitude, self-motivation, enhancing self-esteem and emotional intelligence
- 4) Learn to develop coping mechanism to manage stress through Yoga and meditation-techniques
- 5) Awaken wisdom among them.

Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Develop their personality and achieve their highest goals of life.
- ✓ Lead the nation and mankind to peace and prosperity
- ✓ Practice emotional self-regulation.
- ✓ Develop a positive approach to work and duties
- ✓ Develop a versatile personality

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Course Content:

UNIT- I (12 Hours) Introduction to Personality Development

The concept of personality - Dimensions of Personality – Theories of Personality development (Freud & Erickson) – The concept of Success and Failure – Factors responsible for Success – Hurdles in achieving Success and Overcoming Hurdles — Causes of failure – Conducting SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

UNIT-II (12 Hours)

Attitude, Motivation and Self-esteem

Conceptual overview of Attitude – Types of Attitudes – Attitude Formation – Advantages/Disadvantages of Positive/Negative Attitude - Ways to Develop Positive Attitude **Concept of motivation:** Definition and Nature of Motivation/Motive – Internal and external motives – Theories of Motivation – Importance of self- motivation- Factors leading to de-motivation.

Self-esteem - Definition and Nature of self-esteem – Do's and Don'ts to develop positive self-esteem – Low self-esteem - Personality having low self-esteem - Positive and negative self-esteem.

UNIT- III (12 Hours)

Other Aspects of Personality Development

Body language - Problem-solving - Conflict Management and Negotiation skills - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics – Good manners and etiquette – Emotional Ability/Intelligence – Dimensions of Emotional Intelligence – Building Emotional Intelligence.

UNIT- IV (12 Hours)

Neetisatakam-Holistic Development of Personality

Verses- 19,20,21,22 (wisdom) – Verses- 29,31,32 (pride and heroism) – Verses- 26,28,63,65 (virtue)

Personality of Role Model – Shrimad Bhagwadgeeta

Chapter2-Verses 17 – Chapter 3-Verses 36,37,42 – Chapter 4-Verses 18, 38,39 – Chapter18 – Verses 37,38,63

UNIT-V (12 Hours)

Yoga & Stress Management

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Meaning and definition of Yoga - Historical Perspective of Yoga - Principles of Ashtanga Yoga by Patanjali – Meaning and Definition of Stress - Types of Stress - Eustress and Distress – Stress Management – Pranayama- Pranayama: Anuloma and Vilom Pranayama - Nadishudhi Pranayama Kapalabhati-Pranayama - Bhramari Pranayama - Nadanusandhana Pranayama – Meditation techniques: Om Meditation - Cyclic meditation: Instant Relaxation technique (QRT), Quick Relaxation Technique (QRT), Deep Relaxation Technique (DRT) (Theory & Practical).

PRACTICAL COMPONENTS:

- ✓ Students should identify different types of personality to know their own personality. Students are to describe the characteristics of their personalities and submit the same for assessment.
- ✓ Students are to form in groups (a group consists of 4-6 students) to identify and write a brief note on famous personalities of India and World.
- ✓ Students are required to identify different types of attitudes and give any five examples of each.
- ✓ Students are expected to check their attitudes and develop ways to improve their attitudes at work place and home.
- ✓ Students are required to identify keys to self-motivation to achieve their goals.
- ✓ Students are expected to identify at least seven types of body language and conduct activities with the following:

S. No.	Pose	Possible Interpretations
1	Standing with your hands on your hips	Aggressive, disgusted
2	Standing upright	Confidence
3	Arms crossed on your chest	Defensive
4	Resting your hand on your cheek	Thinking
5	Touching or rubbing your nose	Doubt, lying
6	Resting your head in your hands	Boredom, tired
7	Tapping your fingers	Impatience
8	Biting your nails	Nervous, insecure
9	Playing with your hair	Insecure
10	Rubbing your eyes	Disbelief, doubt

- **Conduct the following exercise to develop communication skills – Negotiation Skills and Empathy**

Exercise: Card Pieces

In this activity, team members trade pieces of playing cards to put together complete cards.

Uses -This exercise is useful for showing team members others' perspectives. It builds communication and negotiation skills , and helps people to develop empathy .

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People and Materials

- Enough people for at least three teams of two.
- Playing cards – use between four and six for each person.
- A private room. **Time -15 minutes.**

Instructions:

1. Cut each playing card into half diagonally, then in half diagonally again, so you have four triangular pieces for each card.
2. Mix all the pieces together and put equal numbers of cards into as many envelopes as you have teams.
3. Divide people up into teams of three or four. You need at least three teams. If you're short of people, teams of two will work just as well.
4. Give each team an envelope of playing card pieces.
 - Which negotiation strategies worked? Which didn't?
 - What could they have done better?
 - What other skills, such as **active listening** or **empathy**, did they need to use?
5. Each team has three minutes to sort its pieces, determine which ones it needs to make complete cards, and develop a bargaining strategy.
6. After three minutes, allow the teams to start bartering for pieces. People can barter on their own or collectively with their team. Give the teams eight minutes to barter. When the time is up, count each team's completed cards. Whichever team has the most cards wins the round.

Advice for the Teacher/Facilitator

After the activity, ask your team members to think about the strategies they used. Discuss these questions:

1. Conduct following Time management activity - Ribbon of Life

Take a colored ribbon length of approximately 1 meter/100 cm. and scissors. Start with the following questions:

- a. If the life span of an individual is say, 100 years. Consider that each cm represents one year. The response will be that few live that long. Assuming a life of 75 to 90 years, cut 10 to 25 cm off the ribbon, accordingly.
- b. What is the average age of the participants sitting here, the response would be 25 to 30 depending on the group, in that case, cut another 25 cms of the ribbon and say that is gone you cannot do anything.

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- c. What is left is 50 years? People will say, —Yes, I but the answer is NO.
- d. Every year we have 52 weeks that is 52 Sundays. If we multiply that by 50 years, it comes to 7.14 years. Reduce the ribbon by another 7.14 cm.
- e. We also usually have Saturdays off, so reduce another 7. cms.
- f. Public/National holidays are 10 multiples with 50 years. That comes to another 1.5 years. Reduce ribbon by another 1.5 cms.
- g. Your casual leave, sick leave, and annual holidays approx. 40 days a year, multiplied by 50. Cut off another 5 cms. Now you are left with about 29.5 years. But, the calculation is not over yet.
- h. You sleep an average of 8 hours daily; multiply that by 365 days and again by 50 years (i.e. 122 days X 50 = almost 17 years). Cut off another 17 cm.
- i. You spend time eating lunch, breakfast, snacks, and dinner total 2 hours daily (i.e. 30 days a year X 50 years = 4 years or so). Cut off another 4 cm.
- j. Last, let's figure we spend about 1 hour a day traveling from place to place for activities and such. (that's about 2 more years). We're down to 6 (SIX) years of life to make it or break it.

2. Exercise Decision making skills - Create Your Own

In this exercise, teams must create their own, brand new, problem-solving activity.

Uses

This game encourages participants to think about the problem-solving process. It builds skills such as creativity, negotiation and decision making, as well as communication and time management. After the activity, teams should be better equipped to work together, and to think on their feet.

What You'll Need

- Ideally four or five people in each team.
- A large, private room.
- Paper, pens and flip charts.

Time -Around one hour.

Instructions:

1. As the participants arrive, you announce that, rather than spending an hour on a problem-solving team building activity, they must design an original one of their own.
 2. Divide participants into teams and tell them that they have to create a new problem-solving team building activity that will work well in their organization. The activity must not be one that they have already participated in or heard of.
 3. After an hour, each team must present their new activity to everyone else, and outline its key benefits.
- There are four basic steps in problem solving: defining the problem, generating solutions, evaluating and selecting solutions, and implementing solutions. Help your team to think creatively at each stage.

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getting them to consider a wide range of options. If ideas run dry, introduce an alternative brainstorming technique, such as brain writing. This allows your people to develop one others' ideas, while everyone has an equal chance to contribute.

After the presentations, encourage teams to discuss the different decision-making processes they followed. You might ask them how they communicated and managed their time. Another question could be about how they kept their discussion focused. And to round up, you might ask them whether they would have changed their approach after hearing the other teams' presentations.

Advice for the Teacher/Facilitator:

- Students are asked to recite verses: 26,28,63,65 (virtue) of Neetisatakam-Holistic development of personality.
- Students are asked to identify personality of role Models from Shrimad Bhagwadgeeta and portray the roles of the same.
- Students are asked to practice Yoga and meditation techniques

REFERENCE TEXT BOOKS:

1. Hurlock, E.B. Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill, 2006.
2. Gopinath, Rashtriya Sanskrit Sansthanam P, Bhartrihari's ThreeSatakam, Niti-sringar-vairagya, New Delhi, 2010
3. Swami Swarupananda, Srimad Bhagavad Gita, Advaita Ashram, Publication Department, Kolkata, 2016.
4. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
5. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
6. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House. 2005.
7. Smith, B. Body Language. Delhi: Rohan Book Company. 2004
8. Yogic Asanas for Group Training - Part-I: Janardhan Swami Yogabhyasi Mandal, Nagpur.
9. Rajayoga or Conquering the Internal Nature by Swami Vivekananda, Advaita Ashrama(Publication Department), Kolkata.
10. Nagendra H.R nad Nagaratna R, Yoga Perspective in Stress Management, Bangalore, Swami Vivekananda Yoga Prakashan.

Online Resources:

1. https://onlinecourses.nptel.ac.in/noc16_ge04/preview
2. <https://freevideolectures.com/course/3539/indian-philosophy/11>

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26MBA108: MS EXCEL & ACCOUNTING TALLY

Course Name	MS Excel & Accounting Tally	L	T	P	C	IM	EM	TM
Course Code	26MBA108	0	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Tally, or Transactions Allowed in a Linear Line Yards, is a famous program developed by Goenkas in 1986. Its principal goal, as used by a huge number of small and medium-sized businesses, is to execute accounting activities in a highly precise and methodical manner. This course will make students familiar with various aspects of the program, how it works, and comprehend basic concepts like bookkeeping, profit, and loss analysis, stock maintenance, and so on. The most recent version is tally ERP 9.

Course Objectives:

- To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- To provide students hands on experience on MS Excel in different versions of Microsoft OS,
- To gain proficiency in creating solutions for Data Management and Reporting, and
- To learn about Tally Software and gain proficiency in creating and exporting data and reports obtained in Tally Software.

Course Learning Outcomes:

At the end of the course, the students will learn

- ✓ How to use different versions of MS Excel, the advanced data options available,
- ✓ How to enter financial data in Tally, and how to interpret the financial results obtained from Tally.

Course Content:**UNIT-I(12 Hours)**

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities.

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UNIT-II (12 Hours)

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column–Creating Formulas That Look Up Values: VLOOKUP, H-Lookup, Match & Index

UNIT-III (12 Hours)

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window– Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV (12 Hours)

Computers and Accounting: Fundamentals of Computerized Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher –Sales Voucher– Purchase Vouchers.

UNIT-V (12 Hours)

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups

REFERENCE TEXT BOOKS:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

- 1 Excel 2010 Bible [With CDRom]by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007

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3. Supplementary Reading Material

www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf

4. Websites

<http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx> <http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx> <http://www.baycongroup.com/el0.html>
http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.html
<http://www.computerhope.com/shortcut/excel.html>

26MBA201: MARKETING MANAGEMENT

Course Name	Marketing Management	L	T	P	C	IM	EM	TM
Course Code	26MBA201	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Marketing Management is a course revolving around various concepts of marketing strategies, practices and new techniques which vary with the demands and needs of the consumers. The course examines the role and importance of marketing in the firm and other organizations. This course will cover topics such as marketing plans/strategies, marketing research, market segmentation, retailing, advertising, pricing, Internet marketing, etc.

Course Objectives:

This course will help the students to develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large.

Specific objectives include:

- To enhance your knowledge about marketing theories, principles, strategies and concepts and how they are applied;
- To provide you with opportunities to analyze marketing activities within the firm;
- To allow you to apply marketing concepts and theories to realistic marketing situations

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Course Learning Outcomes:

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

- ✓ Formulate a *marketing* plan that will meet the needs or goals of a business or organization.
- ✓ Develop an integrated marketing communications plan for a *product*, concept, good and/or service based on an identified market need or target.
- ✓ Formulate strategies for developing new and/or modified *products*, concepts, goods and services that respond to evolving market needs.
- ✓ Develop strategies for the efficient and effective placement/ distribution of *products*, concepts, goods, and services that respond to evolving markets.
- ✓ Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, Return on Investment (ROI) and business goals of an organization.
- ✓ Evaluate the viability of a concept, *product*, good and/ or service in a local, national or international markets.
- ✓ Conduct *market research* to provide information needed to make *marketing* decisions.

Course Content:

UNIT -I (12 Hours)

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

UNIT-II (12 Hours)

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors

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and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-III (12 Hours)

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.

UNIT-IV (12 Hours)

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

UNIT-V (12 Hours)

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Effecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Students are to analyze different needs and wants of consumers in your locality or region
- ✓ Students are to analyze the prevalent marketing environment in your locality or region.
- ✓ Students are to analyze Product Life Cycle of few Products like consumer durables (ex., electronic goods, Computers, etc.).
- ✓ Students are to analyze Packaging strategies used by local FMCG companies
- ✓ Students are to analyze Marketing strategies/planning used by local/regional automobile cosmetic and FMCG companies

REFERENCE TEXT BOOKS:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management -A South Asian Perspective*, Pearson Education.
2. Agarwal, P.K., *Marketing Management – An Indian perspective*, PragatiPrakasham
3. Kazmi SHH, *Marketing Management Text and Cases*, Excel.
4. Philip Kotler and Armstrong.G., *MARKETING*, Prentice Hall of India, 12th Edition.

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Course Name	Human Resources Management	L	T	P	C	IM	EM	TM
Course Code	26MBA202	4	0	0	4	30	70	100

Course Content:

UNIT-I (12 Hours)

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR Manager – Models of HRM – HRM in a Changing Environment.

UNIT-II (12 Hours)

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT-III (12 Hours)

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes – Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT-IV (12 Hours)

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT-V (1Hours)

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure

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Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Expose students to standard selection tests followed in various sectors.
- ✓ Exploring training and development practices.
- ✓ Exploring performance appraisal practices in various sectors.
- ✓ Exploring employee separation practices.
- ✓ Give a job analysis case and ask the students to prepare job description and job specification.
- ✓ Ask the students to prepare an appointment letter for the post of office manager of company known to you.

REFERENCE TEXT BOOKS:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata McGraw Hill.
2. DeCenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice
3. Hall of India.
4. Dessler, *Human Resource Management*, Pearson Education.
5. Singh. N. K., *Human Resources Management*, Excel Books.
6. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
7. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
8. V.S.P.Rao, *Human Resources Management*, Excel Books.
9. Pattanyak, *Human Resource Management*, Prentice Hall of India.
10. Flippo E.E., *Personnel Management*, Mcgraw Hill.
11. Memoria C.B., *Personnel Management*, Himalaya Publishers.
12. Ivancvceovich, *Human Resources Management*, McGraw Hill.



26MBA203: FINANCIAL MANAGEMENT

Course Name	Financial Management	L	T	P	C	IM	EM	TM
Course Code	26MBA203	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.

Course Objectives:

- ✓ To give understanding and perspective on financial management function in the company and its relation to domestic and international economy,
- ✓ To provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management,
- ✓ To enables the students to understand the process of evaluating the financial performance of organizations using various tools and techniques.

Course Learning Outcomes:

By the end of the course, students will be able to Learn about different functions of financial management like procuring finance, investment decisions, dividend decisions and liquidity management in the organizations.

Course Content:

UNIT-I (12 Hours)

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (**Theory and Problems**).

UNIT-II (12 Hours)

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (**Theory and Problems**).



UNIT- III (12 Hours)

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting**: Nature, Scope, Significance, and Risks in Capital Budgeting –Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (**Theory and Problems**)

UNIT-IV (12 Hours)

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle– Financing of Working Capital– Management of Cash, Receivables, and Inventory – Management of Profits: Dividend Policy and Dividend Theories. (**Theory and Problems**).

UNIT-V (12 Hours)

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**).

Case Study (Not Exceeding 300 words) or Problem

PRACTICAL COMPONENTS:

- ✓ Students are expected to study any five companies 'financial reports and submit a report on their financial planning and financial forecast.
- ✓ A group assignment on —capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- ✓ Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- ✓ Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- ✓ Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- ✓ Case studies on dividend policies of various companies with respect to Indian context.

REFERENCE TEXT BOOKS:

- 1) James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
- 2) Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.

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- 3) Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
- 4) Brigham F Eugene and Houston F Joel,
Fundamentals of Financial Management, International Students Edition.
- 5) Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice all of India, New Delhi.
- 6) Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
- 7) James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
- 8) Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
- 9) Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
- 10) Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
- 11) Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
- 12) Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

26MBA204: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Course Name	Entrepreneurship & Small Business Management	L	T	P	C	IM	EM	TM
Course Code	26MBA204	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurships, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

Course Objectives:

- To develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context. Page 37 of 64
- TO enable students to have an understanding of growth of entrepreneurship in

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India, problems of rural entrepreneurship, women entrepreneurship.

- To acquaint students with the knowledge of writing a business plan, role of MSMEs in economic development and different kinds of support available from different institutions.

Course Learning Outcomes:

After completion of this course, students should be able to

- ✓ Develop an understanding of entrepreneurship and small business and appreciate their role in an economy, particularly in the Indian economy;
- ✓ Develop and demonstrate competence in basic business and marketing planning;
- ✓ Demonstrate competence in identifying opportunities and challenges that entrepreneurs and small business owners/managers face - both in Indian Economy and in general - in trying to achieve their business objectives;
- ✓ Analyze the entrepreneurial process through which business ideas are evaluated;
- ✓ Identify the characteristics of successful entrepreneurs;
- ✓ Distinguish between business ideas and opportunities; and
- ✓ Examine entrepreneurial potential.

Course Content:

UNIT-I (12 Hours)

Introduction to Entrepreneurship: Concept of Entrepreneur – Characteristics of an Entrepreneur–Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Common Myths -Types of Entrepreneurs, — Types of Start-up Firms – Importance of Entrepreneurship: Economic Impact – Impact on Society – Entrepreneurial Process. Growth of Entrepreneurship in India – Recent Trends in Women Entrepreneurship and Rural Entrepreneurship – Problems and Perspectives.

UNIT-II (12 Hours)

Developing Successful Business Ideas: Recognizing Opportunities and Generating Ideas – Feasibility Analysis: Product/Service Feasibility – Industry/ Market Feasibility – Financial Feasibility – Industry and Competitor Analysis: Industry Analysis – Competitive Analysis – Developing an effective Business Model: Business Models – Components of an effective Business Model – Building a new venture Team – Assessing a new venture's financial strength and viability – Preparing the proper ethical and legal foundation – Writing a Business Plan.

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UNIT-III (12 Hours)

Preparation of Project Report and Financing Ventures: Meaning of DPR - Importance of Project Report - Preparation of Project report — Content; Guidelines for Report preparation – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.

UNIT-IV (12 Hours)

Promotion of MSMEs: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

UNIT-V (12 Hours)

Institutional support to Entrepreneurs: Commercial Banks – Other major financial institutions—Central Level Institutions - NSIC: National Productivity Council (NPC); – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry (CII); Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM).

Case Study (Not Exceeding 300 words)

Practical Components:

- ✓ Students must attend all of the workshops
- ✓ Students will be expected to read widely on the academic literature of entrepreneurship and understand how the various themes in the theoretical literature
- ✓ Students will be expected to prepare, present in class and work on team assignments

REFERENCE TEXT BOOKS:

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Vijay Sathe, 'Corporate Entrepreneurship' 1st edition, 2009, Cambridge
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.

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5. Vasanth Desai, —Dynamics of Entrepreneurial Development & ManagementI,2007, HPH.
6. Dr. Vasant Desai, —Small Scale Industries and EntrepreneurshipI, 2006, HPH.
7. P. Narayana Reddy, —Entrepreneurship – Text and CasesI, 2010, 1st Ed. Cengage Learning.
8. David H. Hott, —Entrepreneurship New Venture CreationI, 2004, PHI.
9. E – Book, MSME at a glance – English version, Ministry of MSME.
10. JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.

26MBA205: RESEARCH METHODOLOGY & IPR

Course Name	Research Methodology & IPR	L	T	P	C	IM	EM	TM
Course Code	26MBA205	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The aim of this course is to develop research bent of mind (spirit of inquiry) and impart research skills to the all-Post graduate students. It also encompasses the series of research methodology contents: from problem formulation, to design, to data collection, analysis, reporting and dissemination. This course also covers intellectual property rights (IPR), and intended to equip students with conceptual understandings of current scenario of IPR, and the practical issues encountered in filing patents, trademarks and copyrights.

Course Objectives:

- To understand some basic concepts of research and its methodologies
- To develop an understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- Ability to write a research Proposal, report and thesis
- To demonstrate knowledge and understanding of IPR Filing and Rights

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Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Understand some basic concepts of research and its methodologies
- ✓ Identify appropriate research topics
- ✓ Select and define appropriate research problem and parameters
- ✓ Demonstrate the ability to choose methods appropriate to research aims and objectives
- ✓ Have adequate knowledge on measurement & scaling techniques
- ✓ Have basic awareness of data analysis-and hypothesis testing procedures
- ✓ Prepare a project proposal (to undertake a project)
- ✓ Write a research report and thesis
- ✓ File Patents, Trademarks and Copy Rights

Course Content:

UNIT- I (12 Hours)

Foundations of Research

Meaning of Research – Definitions of Research – Motivation in Research – General Characteristics of Research – Criteria of Good Research – Types of Research – Research Process – Research Methods vs. Methodology – Defining and Formulating the Research Problem – Review of Literature – Approaches to Critical Literature Review – Importance of Literature Review in Identifying Research Gaps and Defining a Problem – Development of Working Hypothesis.

UNIT- II (12 Hours)

Research Design, Sampling Concepts, and Data Collection Methods

Meaning, Significance and Characteristics of Good Research Design – Types of Research Design: Exploratory, Conclusive Research and Experimental – Sampling Theory: Types of Sampling and Errors in Sampling – Data Collection: Types of Data – Data Collection Methods and Techniques for Primary and Secondary Data.

UNIT- III (12 Hours)

Measurement & Scaling Techniques, Hypothesis Formulation and Testing, Overview of Data Analysis and Report Writing

Basic measurement scales – Reliability & Validity – Definition and Types of Hypothesis – Hypothesis Formulation and Testing Procedure – Overview of Data Analysis: Methods, Process

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and Types – Report Writing: Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports – How to Write a Research Proposal – Research Ethics, Conflict of Interest and Plagiarism.

UNIT- IV (12 Hours)

Intellectual Property Rights (IPR)

Definition and Nature and Features of Intellectual Property Rights (IPR) – Types of Intellectual Property Rights – Procedure for Grants of Patents – Rights of a Patent – Scope of a Patent Rights Licensing and Transfer of Technology – Why protection of intellectual property is important? – Enforcement of IPR – Infringement of IPR.

UNIT- V (12 Hours)

Indian and International Scenario and New Developments in IPR

IPR Developments in India for the past Five Years – Development of IPR Laws in India – International Cooperation on IPR – New Developments in IPR – Administration of Patent System – International Patent protection – Case Studies in Indian and Global Contexts.

PRACTICAL COMPONENTS:

- ✓ Students should identify different research problems with examples and describe the characteristics of researchable problems in their academic area/society/community/organization concerned.
- ✓ Students are to form in groups (a group consists of 4-6 students) and conduct critical literature survey with regard to the identified research problems and prepare a brief literature review coupled with research gaps and working hypothesis.
- ✓ Students are required to identify and develop good research design to address the defined research problems.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are required to develop practical experience in writing a research proposal by conducting a thorough critical review of any three research proposals (examples).
- ✓ Students are expected to develop templates for technical report writing.
- ✓ Students should conduct a team based mini research project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are expected to identify types of plagiarism in academic research, and how to avoid plagiarism in research.
- ✓ Students are asked to identify and submit a brief report on Indian patents of international repute.



- ✓ Students are asked to write on Patent registration procedure, and visit Official website of Intellectual Property India <https://ipindia.gov.in> to know how to get IPR in India.
- ✓ Students are asked to identify and summarise remedies available against the infringement of intellectual property rights in Indian and global contexts.
- ✓ Students are asked to submit any five examples of ethical issues in copyright and patents.

REFERENCE TEXT BOOKS:

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002, An introduction to Research Methodology, RBSA Publishers.
2. Cohen, L. Lawrence, M., & Morrison, K. (2005), Research Methods in Education (5th edition). Oxford: Oxford University Press.
3. Kothari, C.R., 1990, Research Methodology: Methods and Techniques, New Age International.
4. Dornyei, Z. (2007). Research Methods in Applied Linguistics. Oxford: Oxford University Press.
5. Anthony, M., Graziano, A.M. and Raulin, M.L., 2009, Research Methods: A Process of Inquiry, Allyn and Bacon.
6. Fink, A., 2009, Conducting Research Literature Reviews: From the Internet to Paper, Sage Publications.
7. Day, R.A., 1992, How to Write and Publish a Scientific Paper, Cambridge University Press.
8. Wadehra, B.L. 2000, Law relating to patents, trademarks, copyright designs and geographical indications. Universal Law Publishing.
9. Coley, S.M. and Scheinberg, C. A., 1990, Proposal Writing, Sage Publications.
10. Carlos, C.M., 2000. Intellectual property rights, the WTO and developing countries: the TRIPS agreement and policy options, Zed Books, New York.
11. Leedy, P.D. and Ormrod, J.E., 2004, Practical Research: Planning and Design, Prentice Hall.
12. Satarkar, S.V., 2000. Intellectual property rights and Copyright. Ess Ess Publications.

Important Websites:

- www.ipindia.nic.in - Intellectual Property Office, India
- www.patentoffice.nic.in - Patent office, India
- <http://copyright.gov.in/> - Copyright Office, India
- ipr.icegate.gov.in - Automated Recordation & Targeting for IPR Protection
- <http://www.icegate.gov.in> - E- Commerce portal of Central Board of Excise and Customs.

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- www.ipab.tn.nic.in - Intellectual Property Appellate Board, India.
- www.mit.gov.in - Department of Information Technology, India.
- <http://www.mit.gov.in/content/office-semiconductorintegrated-circuits-layout-designregistry>.
- Semiconductor Integrated Circuits Layout-Design Registry (SICLDR).
- www.plantauthority.gov.in - Plant Varieties and Farmers' Rights Authority, India.
- <http://nbaindia.org/> - National Biodiversity Authority.
- www.nipo.in - The Indian IPR Foundation.
- www.wipo.int - World Intellectual Property Organization.
- <http://www.wto.org> - World Trade Organization.

26MBA206: OPERATIONS RESEARCH

Course Name	Operations Research	L	T	P	C	IM	EM	TM
Course Code	26MBA206	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with operations research approach in solving real problems in industry and thereby facilitates the managerial decision-making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence. The course covers topics that include: linear programming,

Transportation, Assignment, and CPM/ MSPT techniques. Analytic techniques and computer packages will be used to solve problems facing business managers in decision environments.

Course Objectives:

The main objective of this course is to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Course Learning Outcomes:

At the end of this course students will be able to...

- ✓ Formulate and obtain the optimal solution for Linear Programming problems.
- ✓ Determine the optimal solution for Transportation problems.

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- ✓ Determine the optimal solution for Assignment problems.
- ✓ Determine the best strategy and value of the given game model.
- ✓ Plan, Schedule and Control the given project.
- ✓ Decide an optimal replacement period/policy for a given item/equipment/machine.
- ✓ Understand the need of inventory management
- ✓ Choose the appropriate queuing model for a given practical application

Course Content:

UNIT-I (12 Hours)

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

UNIT-II (12 Hours)

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

UNIT-III (12 Hours)

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

UNIT-IV (12 Hours)

Game Theory – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

UNIT-V (12 Hours)

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

Case Study (Not Exceeding 300 words)

REFERENCE TEXT BOOKS:

1. Anand Sharma, *Operations Research*, Himalaya Publishing House.
2. Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
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3. Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.

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4. Franks S. Buknick Mcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
5. Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
6. Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan.

26 MBA207 (I): Leadership and Change Management

Course Name	Leadership and Change Management	L	T	P	C	IM	EM	TM
Course Code	26 MBA207 (I)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

An organization's ability to anticipate, plan readiness, manage, and navigate business events such as mergers/acquisitions, workforce reduction, crisis and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders. The Leadership and Change Management course enables students develop their leadership potential and their understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in an organization. The course is especially useful for students who plan careers in management consulting, general management, entrepreneurship, and corporate venturing.

Course Objectives:

- To know various leadership styles and understanding when and how to use them
- To understanding different types of organizational changes
- To understanding the challenges that employees face during every kind of organizational changes
- To know how to manage employees during these organizational changes

Course Learning Outcomes:

After completing this course, students should be able to:

- ✓ Gain knowledge and leadership skills to help organizations chart a successful course through change;
- ✓ Understand the link between effective leadership strategies and successful Implementation of change;
- ✓ Explain the reasons firms fail at implementing change and what strategies Page 46 of 64 be used to avoid them;

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- ✓ Plan and implement organizational changes by applying effective methodologies;
- ✓ Understand how to effectively lead others through change;
- ✓ Describe the role leadership plays in anticipating and planning readiness and navigating organizational change.

Course Content:

UNIT-I (12 Hours)

Organizational Leadership: Definition, Components and Evaluation of Leadership, Factors of Leadership, Situational Leadership Behavior: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behavior: Transformational, Transactional and Visionary Leadership - Leadership for the New Millennium Organizations - Leadership in Indian Organizations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organizational Building.

UNIT-II (12 Hours)

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance; Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing Organizational Cultural; Leadership Development: Leadership Development: Significance - Continuous Learning: Principles of Learning to Develop Effective Leadership - Vision and Goals for Organization: Significance of Goals for Leaders - Charting Vision and Goals of Indian Leaders and Abroad.

UNIT-III (12 Hours)

Strategic Leadership: Leader Self-Management: Significance - Developing Self Esteem and Balancing Emotions - Interpersonal Leadership Skills: Praise - Criticize - Communicate - Leadership Assertiveness: Circle of Influence and Circle of Concern - Leadership with Edification: Tools of Edification - Leadership and Creativity: Developing Creative Thinking - Leadership and Team Building: Principles of Team Building, Individual versus Group versus Teams - Leadership and Integrity Developing Character and Values.

UNIT-IV (12 Hours)

Organizational Change: Nature of Organizational Change - Sources of Change - Environmental Triggers of Change, Organizational Responses to Change, Impact of Change on Organizations - Resistance to Change - Types of Change, Changing Faces of Change, Predictable Change, **Diagnosing** Change Situation - Perspectives on Change - Contingency Perspective - Resource Dependence Perspective - Population Ecology Perspective - Institutional Perspective.

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UNIT- V (12 Hours)

Managing Change at Workplace: Understanding Change Contexts – The process of managing change -Power and Politics of Managing Change - Organizational Change Simulation – Online by Harvard University – The Psychology of change and Change Communication Narratives – Creating reliable sustainable processes – Coaching and mentoring for managing change – Building organizational participation for change – Tools -Demand based session on contemporary management topics.

Case Study (Not Exceeding 300 words)

Practical Components:

- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership. Discussion questions: What can you learn from their experiences that will help you in thinking about your life story's influence on your leadership trajectory?
- ✓ Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the —Motivated Capabilities Exercise with your group, and solicit feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way. Discussion questions: What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so? What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership? What is motivating true leaders? What are their unique capabilities that have made them so successful?
- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work

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with. Discussion questions: Page 101 of 162 How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?

- ✓ Identify any three effective and efficient leaders in Indian and Western business organisations? How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness? How well do they use their personal leadership to empower others? In what ways do you want your leadership (assumed) to change to improve your effectiveness?

Reference Text Books:

1. George, B. with Sims, P. True North: —Discover Your Authentic Leadership
2. George, B.; McLean, A. and Craig, N. —Finding Your True North: A Personal Guide
3. Nilakant, V and Ram Narayan, S (1998). Managing Organizational Change. New Delhi: response Books
4. French, W.L and Bell, C.H. (1983). Organizational Development. New Delhi: Prentice Hall of India
5. Somnath Chattopadhyay and Udai Pareek (1982). Managing Organizational Change. New Delhi: Oxford & IBH
6. Pradip N Khandwalla (2001) Turnaround excellences. New Delhi: Response Books.
7. Maheswari, B.L and D P Sinha (1991) Management of Change through HRD, New Delhi: Tata McGraw-Hill.

26 MBA207 (II): CONSUMER BEHAVIOR AND MARKETING RESEARCH

Course Name	Consumer Behavior and Marketing Research	L	T	P	C	IM	EM	TM
Course Code	26 MBA207(II)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description and Purpose:

Consumer decision-making is often complex and far from rational. This course focuses on understanding and predicting consumer behavior by integrating theories from psychology, sociology, anthropology and economics. Emphasis will be on how behavior is shaped by internal and external influences. Topics include the importance of consumer behaviour and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such

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as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making

Course Objectives:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behaviour.
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel

Course Learning Outcomes:

At the end of the course the student will be able to

- ✓ Identify the key terms, concepts, and theories of consumer behaviour.
- ✓ Evaluate the principal theories of consumer behaviour; critically assess strengths, limitations and applications.
- ✓ Apply consumer behaviour concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviours.
- ✓ Analyze the current trends in consumer behaviour; and apply them to the marketing of an actual product or service.

Course Content:

UNIT-I (12 Hours)

Consumer Behaviour: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behaviour and Consumer Research – Application of Consumer Behavior and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

UNIT-II (12 Hours)

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual dynamics – Personality: Nature, Theories, self-concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications.

Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style,

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Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross-Cultural Understanding

UNIT-III (12 Hours)

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem-Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

UNIT-IV (12 Hours)

Marketing Research: Meaning, Nature, and Significance – Marketing Research as an element of marketing information system – Marketing Intelligence Approaches – Marketing Research during different Phases; Interaction between Management & Marketing Research – Management uses of Marketing Research – Problem Formulation – Marketing Research Process – Types of Marketing Research.

UNIT-V (12 Hours)

Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Internet Marketing Research, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research

Case Study (Not Exceeding 300 words)

Practical Components:

- ✓ Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- ✓ Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- ✓ Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- ✓ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- ✓ Choose 5 successful products or services and identify the insight behind them through a field survey.
- ✓ Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- ✓ Take 5 recent digital innovations e.g. twitter or face book and identify the insights.

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- ✓ Locate 5 non-users of search or mail and Interview their reasons.
- ✓ Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.
- ✓ Choose 3 successful movies e.g. Dabang & Zindagi na milegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class.

REFERENCE TEXT BOOKS:

1. Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.
2. Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
3. Panwar, J.S., Beyond Consumer Marketing, Sage Response Books, New Delhi.
4. Deon ., Buyer Behavior, Oxford University Press.
5. Henry Assael., Consumer Behavior, Willey India, New Delhi.
6. NareshMalhotra ., Marketing Research, Pearson.
7. Gilbert A. Churchill, Jr and Down Iacobucci., Marketing Research Methodological Foundation, Cengage.
8. Donald S Tull and Del I Hawkins., Marketing Research Measurement and Methods, McGraw Hill publishers.

26 MBA207 (III): COST & MANAGEMENT ACCOUNTING

Course Name	Cost & Management Accounting	L	T	P	C	IM	EM	TM
Course Code	26 MBA207 (III)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

The course focuses on the accounting, financial, and management aspects that are required in businesses all over the world. It is an indispensable discipline for corporate management, as the information collected and presented to management based on cost and management accounting techniques helps management to solve not only specific problems but also guides them in decision making. Cost Management Accounting programmes focus on a wide range of subject areas such as financial analysis, audit, tax, laws & ethics, management strategies, cost, accounting, and many other topics.

Course Objectives:

The basic objective is to acquire knowledge and understanding of the concepts, techniques and

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practices of cost and management accounting and to develop skills for decision making.

- To develop an understanding of the basic concepts and applications to establish the cost associated with the production of products and provision of services and apply the same to determine prices.
- To develop an understanding of cost accounting statements.
- To acquire the ability to able to apply cost information for cost ascertainment, planning, control and decision making.

Course Learning Outcomes:

After completing this course, students should be able to:

- ✓ Define the basic concepts in the field of management accounting
- ✓ Recognize the contribution of management and cost accounting in quality decision making.
- ✓ Apply various methods and techniques of management and cost accounting to optimize the utilization of the resources.
- ✓ Appraise the utility of different methods in finding optimal solutions of the managerial problems. Evaluate the performance and suitability of different methods used for efficient utilization of the resources.
- ✓ Able to formulate the budgets and interpret the results produced by the applied models.

Course Content:

UNIT-I (12 Hours)

Overview of Cost and Management Accounting: Definition, Scope and functions Of Cost and Management Accounting - Installation of Costing System - Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management - Cost terms and Concepts: Cost Reduction and Cost Control, Elements of Costs Cost behavior pattern, Separating the components of fixed, variable, semi-variable and step costs - Methods of Costing - Techniques of Costing - Cost Accounting with use of Information Technology.

UNIT-II (12 Hours)

Methods of Costing Single Output/ Unit Costing - Job Costing: Job cost cards and databases, collecting direct costs of each job, attributing overheads to jobs, Application of job costing - Batch Costing: Determination of optimum batch quantity, Ascertainment of cost for a batch, Preparation of batch cost sheet, Treatment of spoiled and defective work -Contract Costing: Ascertainment of cost of a contract, Progress payment, Retention money, Escalation clause, Cost plus contract, Value of work certified, Cost of Work not certified - Determination Value

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of work certified, Cost of work not certified, Notional or Estimated profit from a contract.

UNIT-III (12 Hours)

Marginal Costing Basic concepts of marginal costing, Contribution margin, Break-even analysis, Break –even and profit volume charts, Contribution to sales ratio, Margin of Safety, Angle of Incidence, Cost-Volume-Profit Analysis (CVP), Multi- product break- even analysis, Consideration of Limiting factor (key factor) - Determination of Cost of a product/ service under marginal costing method, determination of cost of finished goods, work-in-progress - Comparison of Marginal costing with absorption costing method- Reconciliation of profit under the both methods- Short term decision making using the above concepts (basic / fundamental level).

UNIT -IV (12 Hours)

Cost Control and Analysis Standard Costing: Setting up of Standards, Types of Standards, Standard Costing as method of performance measurement - Calculation and Reconciliation of Cost Variances: Material Cost Variance, employee Cost Variance, Variable Overheads Variance and Fixed Overhead Variance -Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Application of Marginal costing to managerial decision making.

UNIT -V (12 Hours)

Budget and Budgetary Control Meaning of Budget, Essentials of Budget, Budget Manual, Budget setting process, Preparation of Budget and monitoring procedure -The use of budget in planning and control -Flexible budget, Preparation of Functional budget for operating and non-operating functions, Cash budget, Master budget - Introduction to Principal/ Key budget factor, Zero Based Budgeting (ZBB), Performance budget, Control ratios and Budget variances - Contemporary Issues: Kaizen costing, Target costing, Life Cycle costing, E-Budgeting.

Case Study (Not Exceeding 300 words)

Practical Components:

- ✓ Students are asked to identify and summarise various types of costs and cost terminologies used in business organisations, and submit a detailed report on cost concepts with examples whenever possible.
- ✓ Students are to form in groups (group consists of 4-6 people) and asked to prepare and interpret budgets and standard costs and variance statements collected from company websites under the instructions of the course instructor.
- ✓ Students are expected to work on practical problems related to marginal costing and C-V-P analysis. Course instructor to prepare any five practical problems related to marginal costing and C-V-P analysis.

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- ✓ Students are asked to prepare templates for flexible and zero-based budgeting and e-budgeting.
- ✓ Students are asked to explore innovative cost controlling measures and techniques and submit report on the same to the course instructor for evaluation and assessment.

Reference Text Books:

- 1) N.S. Zad: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 2) Deepak Jain: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 3) S.P. Jain & K.L. Narang, Cost and Management Accounting; Kalyani Publishers, Daryaganj, New Delhi-110 002.
- 4) V.K. Saxena & C.D. Vashist: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi -110 002.
- 5) M.N. Arora: Cost and Management Accounting (Theory and Problems); Himalaya Publishing House, Ramdoot, Dr. Bhale Rao Marg, Kelewadi, Girgaon, Mumbai-400 004.
- 6) S.N. Maheshwari: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Page 22 of 36 Delhi -110 002.
- 7) I.M. Pandey: Management Accounting; Vikas Publishing House (P) Ltd. A-22, Sector 4, Noida – 201 301.
- 8) M.Y. Khan & P.K. Jain: Theory and Problems of Management and Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
- 9) Jawahar Lal: Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
- 10) C.T. Horngren: Cost and Management Accounting - A Managerial Emphasis; Pearson Education Asia, 482, F.I.E. Patparganj, Delhi-110 092. (ix)
- 11) B.M. Lall Nigam & I.C. Jain: Cost Accounting Principles and Practice; Prentice Hall of India, M97, Connaught Circus, New Delhi-110 001.
- 12) Drury Colin: Management and Cost Accounting; International Thomson Business Press, London.

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26 MBA207IV: OPERATIONS MANAGEMENT

Course Name	Operations Management	L	T	P	C	IM	EM	TM
Course Code	26MBA207(IV)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Operations Management focuses on the systematic planning, design, management, and improvement of processes involved in producing goods and delivering services. The course provides students with an understanding of operations strategy, process and capacity planning, facility location and layout, forecasting, inventory management, quality management, supply chain management, scheduling, lean operations, and productivity improvement. It emphasizes the application of quantitative and managerial techniques to achieve efficient utilization of resources, reduce costs, improve quality, and enhance customer value. The course also introduces contemporary practices such as Industry 4.0, automation, digital operations, sustainability, and data-driven decision-making in modern organizations.

Course Objectives:

- Develop an understanding of the fundamental concepts, principles, and functions of Operations Management.
- Explain the role of operations strategy in achieving organizational competitiveness and customer value.
- Develop skills in demand forecasting, capacity planning, facility planning, scheduling, and inventory management.
- Familiarize students with quality management, productivity improvement, lean management, and continuous improvement techniques.
- Understand the integration of operations with supply chain management, procurement, logistics, and service operations.
- Introduce contemporary operational practices including digital technologies, automation, Industry 4.0, and sustainable operations.

Course Learning Outcomes:

- ✓ After successful completion of the course, students will be able to:
- ✓ Understand the production system, process planning, productivity improvement, and forecasting techniques used in production decisions.
- ✓ Learn methods for plant location, facility layout design, line balancing, and effective

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inventory and material handling systems.

- ✓ Develop the ability to create aggregate production plans, understand MRP systems, and apply scheduling rules for efficient operations.
- ✓ Apply tools like CPM, PERT, Gantt charts, and quality control techniques to improve project execution and product quality.
- ✓ Understand maintenance planning, reliability analysis, and modern production strategies such as JIT, Six Sigma, TQM, Lean, and Kaizen.

Course Contents:

UNIT-I (12 Hours)

Production and Operations Management -An Overview: Operations as a Function –Production Systems - Facilities location - Layout Design - Product and Process Design –Materials Handling- Value Analysis - Operations Strategy – World Class Manufacturing.

UNIT-II (12 Hours)

Operations Planning and Control: Forecasting as a planning tool, Forecasting types and methods, Mass and Batch Production Planning - Production Planning and Control techniques– Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement – Work Sampling.

UNIT-III (12 Hours)

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation–Technology Management.

UNIT-IV (12 Hours)

Materials Management: An Overview of Materials Management - Material Requirements- Planning - Purchase Management - Stores Management - Inventory Planning and Control- Systems - Just-in-Time Systems – Perpetual Inventory Control System.

UNIT-V (12 Hours)

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000-Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles-Six Sigma and Kanban System - Total Quality Management.

Case Study (Not Exceeding 300 words)

Reference Text Books:

1. Khanna, O. P. (2018). Industrial engineering and management. Dhanpat Rai Publications.
2. Chary, S.N. Production and Operations Management. New Delhi, TMH, New Delhi.

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3. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
 4. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, PHI, New Delhi.
 5. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI, New Delhi.
 6. Krishnaswamy. K.N., Cases in Production/Operations Management, PHI, New Delhi.
 7. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
 8. Panneerselvam R., Production and Operations Management, PHI, New Delhi.
 9. Thomas E. Morton, Production Operations Management, Vikas, New Delhi.
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26MBA207(V): LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Name	Logistics and Supply Chain Management	L	T	P	C	IM	EM	TM
Course Code	26MBA207(V)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

Course Description:

Logistics and Supply Chain Management provides an integrated understanding of the planning, coordination, and control of material, information, and financial flows from suppliers to end customers. The course covers key concepts such as logistics management, supply chain design, procurement, transportation, warehousing, inventory management, distribution, demand management, and supplier relationships. It emphasizes the strategic role of supply chains in improving customer service, reducing costs, increasing operational efficiency, and creating competitive advantage. Students will also examine contemporary practices including e-logistics, digital supply chains, Industry 4.0 technologies, sustainable supply chains, risk management, and global supply chain strategies.

Course Objectives:

- Develop an understanding of the concepts, principles, and strategic importance of Logistics and Supply Chain Management.
- Explain the structure, functions, and coordination of modern supply chain networks.
- Develop knowledge of procurement, sourcing, transportation, warehousing, inventory, and distribution management.
- Enable students to analyze supply chain processes and identify opportunities for cost reduction and efficiency improvement.
- Familiarize students with supply chain technologies, digitalization, risk management, and sustainable supply chain practices.
- Develop managerial skills for effective supply chain planning, coordination, collaboration, and decision-making.

Course Learning Outcomes:

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

- ✓ Explain the fundamental concepts, functions, and strategic significance of logistics and supply chain management in organizations.

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- ✓ Analyze supply chain structures, processes, and network designs to improve operational efficiency and customer service.
- ✓ Apply appropriate techniques for procurement, sourcing, inventory, warehousing, transportation, and distribution management.
- ✓ Evaluate supplier relationships, logistics performance, and supply chain coordination for achieving cost and service objectives.
- ✓ Analyze supply chain risks and recommend appropriate strategies for resilience, flexibility, and business continuity.
- ✓ Assess the application of digital technologies, e-logistics, Industry 4.0, and sustainable practices in modern supply chain management.

Course Contents:

Unit -I (12 Hours)

Fundamentals of Logistics and Supply Chain Management

Concept and Scope: Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects- Supply chain contours: Backward and forward linkages Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics.

Unit- II (12 Hours)

Logistics in Procurement and Inventory Management

Logistics and Procurement: Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

Unit- III (12 Hours)

Logistics in Marketing and Distribution

Logistics and Marketing: Logistics as a Support function of Order Fulfilment, Assembling & Labelling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.

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Unit- IV (12 Hours)

EXIM Logistics and Global Supply Chains

EXIM Logistics: Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

Unit- V (12 Hours)

Specialized Logistics and Value-Added Services

Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL Specialties: Implementation Centre: Business process analysis/scoping, Development of all activities into an open systems framework Product/Skill Centers: Supply chain engineering – 4PL Value Added services: Knowledge Transfer, Business Development and Functional Support. Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Groupage- Logistics of Time Perishable and Logistics of Quality Perishables- GSI System of world-wide supply-chain standards system- E-Logistics – Warehouse Logistics- Reverse Logistics.

Case Study (Not Exceeding 300 words)

Reference Text Books:

1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi.
3. Coyle, Bradi & Longby, T h e Management of Business Logistics, West Publishing Co. Martin Christopher, Logistics and Supply Chain Management
4. Paul R. Murphy Jr. and Donald Wood, Contemporary Logistics
5. Harvard Business Review, Managing Supply Chains
6. Alan E. Branch, Global Supply Chain Management and International Logistics
7. Simchi-Levi, Kaminsky & Simchi-Levi, Managing the Supply Chain: The Definitive Guide.

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26MBA208: SELLING & NEGOTIATION SKILLS

Course Name	Selling & Negotiation skills	L	T	P	C	IM	EM	TM
Course Code	26MBA208	0	0	4	2	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks.

Course Description:

Sales and Negotiation Skills (SNS) Lab/Practical course teach management students how to sell strategically—and successfully—to different clients and in different situations. By learning to facilitate productive meetings, handle objections, and manage negotiations effectively, they 'll be able to close winning deals without breaching the institution's risk-return parameters. In this course, participants study essential best practices and learn how to apply them as they complete interactive exercises, observe video demonstrations, and familiarize themselves with helpful job aids they can continue to use post-training. In addition, two one-day skills application labs, Client Meeting Skills and Negotiating with Clients, are available to reinforce the concepts taught in this course.

Course Objectives:

- To imbibe in the students, critical sales competencies that drive buying decisions;
- To give insights into how to boost individual and organizational productivity through sales lead management;
- To introduce basic theoretical principles and particular steps in the negotiating process.

Course Learning Outcomes:

After Successful completion of this course, Students should be able to

- ✓ Understand and appreciate the skills and competencies required to be an effective sales person
- ✓ Close sales effectively and manage their respective territories
- ✓ Understand and appreciate what it takes to be a good negotiator
- ✓ Manage conflict in the negotiation process
- ✓ Understand the advantages and limitations of various negotiation strategies

Course Content:

UNIT- I (12 Hours)

Nature and Role of Selling: Importance of Selling – Role in the Context of Organization

– survival and growth – Types of Selling: Differences in Selling Situations, New Page 62 of 64

Business Versus Service Selling – Newton's Classification of Sales Types – McMurry

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and Arnold's classification of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Tele-sales, Franchise selling, International selling.

UNIT- II (12 Hours)

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling).

UNIT- III (12 Hours)

Personal Selling Skills: The opening – Need and problem identification–the Presentation an Demonstration – Dealing with Objections – Negotiations – Closing the Sale -follow up (to be supplemented by live exercise on personal selling).

UNIT- IV (12 Hours)

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling).

UNIT - V (12 Hours)

Different Phases of Negotiation: Pre-Negotiation – Opening-Information Sharing– Problem solving – Agreement– Breakdown in Negotiation– Barriers that Create Impasse- Overcoming Barriers-people Problem-Mediation- Arbitration-Ethics.

Practical Components:

- ✓ Dividing students into groups and give a scenario to negotiate and reach conclusion.
- ✓ Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- ✓ Conduct Role Plays for different scenarios.
- ✓ Solve various case studies dealing with conflict between teams and organizations.
- ✓ Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- ✓ Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

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Reference Text Books:

- 1) Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005.
- 2) George Seidel, Negotiating for success: Essential strategies and skills, University of Michigan.
- 3) Patric Forsyth, Negotiation skills for rookies.
- 3) David Goldwisch, Win-Win Negotiations, ST training solutions
- 4) Brian Tracy and Zig Ziglan, Persuasive selling and power negotiations.
- 5) The Essentials of Negotiation – Harvard Business School Press.
- 6) Negotiation Handbook by P. J. Cleary – Printice Hall of India.
- 7) ABC's of Selling Skills by Charles M. Futrell–McGraw Hill.

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I SEMESTER

PAPER–I: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Paper Code: 26MBA101

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

PART–A

Compulsory Question

Answer any Five of the following questions. All questions carry equal marks.

(5 × 4 = 20)

1.

- a) Management and Environment
- b) Concept of Departmentation
- c) Trait Approach
- d) Concept of Learning
- e) Resistance to Change
- f) Role of Informal Groups
- g) Barriers of Communication
- h) Successful Manager

PART–B

Answer One full question from each unit. All the questions carry equal marks.

(5 × 8 = 40)

UNIT–I

1.

- a) What are the Social and Ethical Responsibilities of Managers in the Wake of Globalization?

OR

- b) Explain briefly about different levels of Management found in a large-scale organization.

UNIT–II

2.

- a) Elucidate about different types and process of planning.

OR

- b) What is meant by Delegation of Authority? What are the limitations of Delegation of Authority?

UNIT–III

3.

- a) Critically examine McClelland's Theory on Motivation with limitations.

OR

b) Briefly write about different Techniques of Control.

UNIT-IV

4.

a) Define 'Personality'. Outline any one of the theories of Personality.

OR

b) Define "Organizational Behaviour". Briefly explain about different models of O.B.

UNIT-V

5.

a) Elucidate the factors which are influencing the performance of Groups in a large-scale organisation.

OR

b) Is Organizational change inevitable? Discuss its need and importance.

PART-C

III. Case Study (Compulsory)

(1 × 10 = 10)

Mr. X is Vice President (Finance) in a company having more than 5,000 employees on its rolls. He had been working as Finance Manager in a multinational company. He is highly ambitious, bold and courageous in his approach. He is result-oriented and practical in his approach. He does not respect rules and formalities and moves in a direct manner adopting shortcuts. He seeks a high degree of compliance to orders and instructions given by him.

The use of rationality and intellect is on the low side and his decisions are based on intuition. But in this new company, most of the middle-level managers are equipped with knowledge of modern management. They are unhappy with the working style of the Vice-President (Finance).

Questions:

- a) What managerial style is being used by Mr. X and how is it different from other styles of management?
- b) Why are the young professionally equipped middle-level managers not happy with him?
- c) Give suggestions to improve the working style of Mr. X.

PAPER–IV: FINANCIAL REPORTING AND ANALYSIS

Paper Code: 26MBA104

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

PART–A

Compulsory Question

1. Answer any Five of the following questions. ($5 \times 4 = 20$)

- a) Trial Balance
- b) Need for Financial Analysis
- c) Concept of Earnings Management
- d) Need for Revenue Recognition
- e) Relevance of Responsibility
- f) Concept of Divisional Performance
- g) Concept of Depreciation
- h) Sustainable Earnings

PART–B

Answer One full question from each unit. All the questions carry equal marks. ($5 \times 8 = 40$)

UNIT–I

- 1.
- a) What are the purposes of Preparing Cash Flow Statement?

OR

- b) What are the objectives of Constructing Income and Expenditure Statements?

UNIT–II

- 2.
- a) What is meant by Financial Statement? Who are the users of Financial Statements? Explain.

OR

- b) Examine the various elements on which financial statements are constructed.

UNIT–III

- 3.
- a) What are the objectives of Corporate Disclosure Policy?

OR

- b) Evaluate the need and importance of scanning the Annual Report.

UNIT-IV

4.

a) What are the various issues involved in Growth from Acquisitions?

OR

b) Outline the factors which are influencing the changes in Accounting Estimates and Errors.

UNIT-V

5.

a) What is meant by Responsibility Accounting? Describe its significance.

OR

b) What is meant by Responsibility Centre? What are its types?

PART-C

III. Case Study (Compulsory)

(1 × 10 = 10)

KK Ltd. company is thinking of buying an equipment for Rs. 5,00,000. The equipment is expected to produce each year 20,000 units, 25,000 units, 30,000 units and 18,000 units of Product X over its estimated life of four years.

The price per unit is Rs. 30, which is expected to increase by 5 percent per year after the first year.

The cost of production per unit in the first year is Rs. 20 and is likely to increase by 10 percent each year.

The general rate of inflation is 8 percent. The market-determined cost of capital is 10 percent. The company tax rate is 50 percent.

Assume that depreciation can be charged on the straight-line basis for computing taxes.

Should the equipment be bought?

PAPER-V: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING

Paper Code: 26MBA105

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

SECTION-A

Compulsory Question

1. Answer any Five of the following questions. (5 × 4 = 20)
- a) Explain the key aspects of data mining in Business Analytics and its applications.
 - b) Describe the emergence of Business Analytics as a competitive strategy.
 - c) Explain the types of data representation.
 - d) Explain the graphical method of finding the mode.
 - e) Explain the scales of measurement with examples.
 - f) Distinguish between parametric and non-parametric tests.
 - g) Explain the utility and components of a time series.
 - h) What is HR Analytics? Describe its functions.

SECTION-B

Answer all the questions choosing one question from each unit. (5 × 8 = 40)

UNIT-I

- 2.
- a) Describe effective ways of identifying business problems and opportunities through data analytics.

OR

- b) Explain the tools and techniques for decision making.

UNIT-II

- 3.
- a) Find the maximum and minimum values of the function: $f(x) = x(2x^2 - 12) + 3x^2$

OR

- b) If the probability that a man aged will live to be 70 is 0.65, what is the probability that out of 10 men at least 7 will be up to 70?

UNIT-III

- 4.
- a) Explain the basic requirements in report writing and presentation.

OR

- b) Explain: i) Chi-square goodness of fit test; ii) t-test for correlation; iii) Spearman's R non-parametric test

UNIT-IV

5.

a) What is Cluster Analysis in Business Analytics? Explain cluster analysis applications in business.

OR

b) The following table gives the age in years and presence (1) or absence (0) of Coronary Heart Disease (CHD) for 15 subjects selected in a study. Age: 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65. CHD: 1, 1, 0, 1, 0, 1, 0, 0, 1, 0, 1, 1, 0, 0, 1. Fit a logistic regression and estimate the probability of the presence of CHD for a subject aged 57.5 years.

UNIT-V

6.

a) Discuss the role of financial and risk analytics in strategic decision making. Explain their use in managing risk.

OR

b) Explain the key capabilities of Web and Social Media Analytics. Why are they so essential and challenging for today's businesses?

SECTION-C

7. Case Study (Compulsory)

(10 Marks)

Year	1998	1999	2000	2001	2002	2003	2004
Labour Force (Million)	79	80	83	86	81	89	89

Fit a linear trend from the following data and estimate the trend values:

PAPER–VI: MANAGERIAL COMMUNICATION

Paper Code: 26MBA106

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

PART–A

Compulsory Question

1. Answer any Five of the following questions.

(5 × 4 = 20)

- a) Barriers of Communication
- b) Advantages of Oral Communication
- c) Listening Skills
- d) Intercultural Communication
- e) Transactional Analysis
- f) Structured Interview
- g) Resume Writing
- h) Grapevine Communication

PART–B

Answer One full question from each unit. All the questions carry equal marks.

(5 × 8 = 40)

UNIT–I

1.

- a) Discuss the need and importance of understanding communication in the present day environment.

OR

- b) Evaluate the process involved in communication.

UNIT–II

2.

- a) What are the skills required for effective presentation?

OR

- b) Explain about the disadvantages of oral and written communication.

UNIT–III

3.

- a) “Reading Body Language is an Art.” Discuss.

OR

- b) Discuss the need and importance of Listening.

UNIT-IV

4.

a) What is organisational communication? What are the issues involved in it?

OR

b) Outline the objectives of using Technology in the process of communication.

UNIT-V

5.

a) What precautions are required while conducting group discussions?

OR

b) Give a format of writing a job application letter of your choice.

PART-C

III. Case Study (Compulsory)

(1 × 10 = 10)

One of the most difficult forms of communication is conveying a sincere appreciation of any good job or work done. The head of an organization must be able to do this naturally. Many cannot do it, either because they are mean or because they feel shy or awkward to do so.

The teacher must help each student to get over any such tendency. Let each student suggest a situation in which a person deserves a good word or congratulations from his superior or his peers. Then he must speak out the good word or appreciation that he would convey.

Draft a reasonably practical plan of effective to-and-fro communication between the teacher and student.

II SEMESTER

PAPER-I: MARKETING MANAGEMENT

Paper Code: 26MBA201

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

SECTION-A

Short Answer Questions

Answer any Five of the following questions.

(5 × 4 = 20)

- a) Tele Marketing
- b) Societal Marketing
- c) Concept of Product
- d) Price Adapting Policy
- e) IMC Concept
- f) Retailer
- g) Channel Conflicts
- h) MMS

SECTION-B

Essay Type Questions

Answer All questions. (5 × 8 = 40)

2.

a)

Define 'Marketing'. What are the objectives of E-Marketing?

OR

What is Relationship Marketing? What are its objectives?

3.

a)

Discuss the need for the study of Buyer Behaviour in the present day Marketing Environment.

OR

Explain with an example about Product Life Cycle.

4.

a)

What are the objectives of Integrated Communications Strategy?

OR

Discuss the need and importance of Marketing Communication.

5.

a)

Briefly explain the functions of Marketing Channels.

OR

What factors are responsible to motivate channel members?

6.

a)

What are the factors affecting Marketing Organisation?

OR

Examine the various issues involved in Annual Plan Control.

SECTION-C

7. Case Study (Compulsory)

(1 × 10 = 10)

A case concerning Basant Mehta, the newly hired Sales Manager of Polanis Computer Company, who witnesses a sales representative failing to answer basic questions about the company's computer product and decides to assess and improve the product knowledge of the sales force.

Basant identifies two major activities:

- i) To determine how much the present sales force really knows about the computer products and how they are used.
- ii) To develop an effective programme to equip the sales force with the required product knowledge.

His assistant Vinod Kale, who has been with the company since its inception, argues that President Mr. Prakash has always believed that sales representatives do not know enough about the products or customer problems.

Questions:

- a) How can Basant determine how much the sales representatives know about the product and its applications?
- b) How should he plan to develop the desired degree of expertise among sales people?

PAPER–III: FINANCIAL MANAGEMENT

Paper Code: 26MBA203

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

SECTION–A

Short Answer Questions

Answer any Five of the following questions.

(5 × 4 = 20)

- a) Concept of Wealth Maximisation
- b) Concept of Inventory
- c) NPV
- d) Management of Cash
- e) Operating Cycle
- f) Liquidity Ratio
- g) Time Value of Money
- h) Cost of Capital

SECTION–B

Essay Type Questions

Answer All questions.

(5 × 8 = 40)

2.

- a) Examine the changing Role of Finance Managers in the present day environment.

OR

- b) What are the objectives of financial planning and forecasting?

3.

- a) Briefly write about various types of Financial Leverages.

OR

- b) A company has the following capital structure:

Securities	Book Value (Rs.)	After Tax Cost (%)
Equity Capital	8,50,000	15
Retained Earnings	2,25,000	10
Preferred Capital	1,50,000	18
Debentures	10,00,000	6

From the above information, find the Weighted Average Cost of Capital of the company.

4.

a) What are the determinants of capital structure of a large-scale organisation.

OR

b) A company is considering purchasing a machine. Two machines are available, X and Y, costing Rs. 50,000 each. Earnings after taxation are expected as follows:

Year	Machine X	Machine Y
1	15,000	5,000
2	20,000	15,000
3	25,000	20,000
4	15,000	30,000
5	10,000	20,000

Evaluate the two alternatives according to Pay Back Period Method.

5.

a) Examine the significance and types of working capital.

OR

b) Write any one of the theories of Dividend.

6.

a) What are the advantages of Ratio Analysis.

OR

b) What are the objectives of Financial Analysis.

SECTION-C

7. Case Study (Compulsory)

(1 × 10 = 10)

From the following information of Harsha Limited for the next year, estimate the working capital needed to finance a level of capacity of 4,10,000 units of production, after adding 5% Safety Contingency.

Particulars	Amount per Unit (Rs.)
Raw Materials	160
Direct Labour	60
Overheads (including depreciation Rs. 10)	130
Total Cost	350
Profit	50
Selling Price	400

Additional Information:

- i) Average raw materials in stock: one month.
- ii) Average materials-in-process (50% completion stage): half a month.
- iii) Average finished goods in stock: one month.
- iv) Credit allowed by supplier: one month.
- v) Credit allowed to customers: two months.

vi) Time lag in payment of wages: one and a half weeks.

All sales are credit sales. Cash balance is expected to be Rs. 75,000.

Production is carried on evenly throughout the year and wages and overhead expenses are incurred similarly.

PAPER–VI: OPERATIONS RESEARCH

Paper Code: 26MBA206

Model Paper

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

SECTION–A

Short Questions

Answer any Five questions.

(5 × 4 = 20)

- What are the principles of modelling?
- Define slack and surplus variables.
- Explain duality problem.
- Explain the following terms: i) Total Float; ii) Independent Float
- Explain the difference between a transportation problem and an assignment problem.
- Describe a two-person Zero-sum game. Also mention any two basic assumptions in it.
- State three applications of waiting line theory in business enterprises.
- Briefly explain the important characteristics of queuing system.

SECTION–B

Essay Type Questions

Answer All questions.

(5 × 8 = 40)

2.

- i) Explain briefly the applications of O.R. ii) Write a short note on the importance of O.R. in project management.

OR

- Explain the simplex procedure to solve a Linear Programming Problem.

3.

- The following table gives the activities in a construction project and time duration.

Activity	Preceding Activity	Normal Time (Days)
1–2	–	20
1–3	–	25
2–3	1–2	10
2–4	1–2	12
3–4	1–3, 2–3	5
4–5	2–4, 3–4	10

- Draw the activity network of the project.
- Find the total Float and Free Float for each activity.

iii) Determine the Critical Path and the project duration.

OR

b) Explain the economic interpretation of dual variables.

4.

a) Describe the transportation problem with its general mathematical formulation.

OR

b) Solve the following assignment problem:

	A	B	C	D
I	1	4	6	3
II	9	7	10	9
III	4	5	11	7
IV	8	7	8	5

5.

a) What is the significance of utility as a basis of decision-making? State the assumptions underlying the theory of utility.

OR

b) Solve the game whose pay-off matrix is given below.

Player A / Player B	I	II	III	IV
I	3	2	4	0
II	3	4	2	4
III	4	2	4	0
IV	0	4	0	8

6.

a) Explain the model $\{(M/M/1):(\infty/\text{FIFO})\}$ in detail.

OR

b) Define a queue. Give a brief description of the types of queue discipline commonly found.

SECTION-C

7. Case Study

(10 Marks)

Activity	1-2	1-3	1-4	2-5	3-6	3-7	4-6	5-8	6-9	7-8	8-9
Time in weeks	2	2	1	4	8	5	3	1	5	4	3

Construct a PERT network and compute:

- Total float for each activity.
- Critical Path and its duration.

PAPER–VII C: COST AND MANAGEMENT ACCOUNTING

Paper Code: 26MBA207C

Examination: July/August 2026

Regulation: 2026–27

Time: 3 Hours

Maximum Marks: 70

SECTION–A

Short Answer Questions

Answer any Five of the following questions.

(5 × 4 = 20)

- a) Need for Cost Control
- b) Contract Costing
- c) Contribution to Sales Ratio
- d) Break-even Point
- e) Flexible Budget
- f) E-Budgeting
- g) Work-in-Progress
- h) Semi-variable Costs

SECTION–B

Essay Type Questions

Answer All questions.

(5 × 8 = 40)

2.

- a) Explain the relationship between Cost Accounting and Financial Management.

OR

- b) Briefly write about cost reduction measures in a manufacturing organisation.

3.

- a) Explain the process involved in the preparation of Batch Cost Sheet.

OR

- b) Briefly write about different methods of costing.

4.

- a) What is meant by Marginal Cost? What are the basic concepts involved in Marginal Costing.

OR

- b) Outline the factors which are influencing the determination of cost of a product.

5.

- a) What is Material Cost Variance? What are the issues involved in it?

OR

b) Explain the need and importance of CUP Analysis.

6.

a) Define 'Budget'. What are the essentials of Budget?

OR

b) Examine the advantages and disadvantages of Zero-Based Budgeting.

SECTION-C

7. Case Study (Compulsory)

(1 × 10 = 10)

A product passes through three processes A, B and C. The normal wastage of each process is as follows:

- Process A – 3%
- Process B – 5%
- Process C – 8%

Wastage of Process A was sold at 25 paise per unit, that of Process B at 50 paise per unit, and that of Process C at Rs. 1 per unit.

10,000 units were issued to Process A at the beginning of October 2013 at a cost of Rs. 1 per unit.

The other expenses were as follows:

Particulars	Process A (Rs.)	Process B (Rs.)	Process C (Rs.)
Sundry Materials	786	1,552	501
Labour	3,712	8,551	6,786
Direct Expenses	2,552	585	1,722
Actual Output	9,500	9,100	8,100

Prepare the Process Accounts, assuming that there were no opening or closing stocks.
