

**Master of Business Administration(M.B.A)**  
**(ODL & OL Mode)**  
**PROGRAMME STRUCTURE**

First Year						
First Semester						
Course Code	Course Title	Credits	Maximum Marks			Pass Marks
			CIA	ESE	Total	
DCMBA11	Management Principles & Organizational Behaviour	4	30	70	100	50
DCMBA12	Business Statistics	4	30	70	100	50
DCMBA13	Managerial Economics	4	30	70	100	50
DCMBA14	Financial Reporting , Statements & Analysis	4	30	70	100	50
DCMBA15	Legal & Business Environment	4	30	70	100	50
DCMBA16	Business Communication & Soft Skills	4	30	70	100	50
DCMBA17	Computer Applications for Business	4	30	70	100	50
<b>Total</b>		<b>28</b>	<b>210</b>	<b>490</b>	<b>700</b>	

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First Year						
Second Semester						
Course Code	Course Title	Credits	Maximum Marks			Pass Marks
			CIA	ESE	Total	
DCMBA21	Quantitative Techniques	4	30	70	100	50
DCMBA22	Financial Management	4	30	70	100	50
DCMBA23	Human Resources Management	4	30	70	100	50
DCMBA24	Marketing Management	4	30	70	100	50
DCMBA25	Operations Management	4	30	70	100	50
DCMBA26	Research Methodology	4	30	70	100	50
DCMBA27	Corporate Social Responsibility & Sustainability	4	30	70	100	50
<b>Total</b>		<b>28</b>	<b>210</b>	<b>490</b>	<b>700</b>	

Second Year						
Third Semester						
Course Code	Course Title	Credits	Maximum Marks			Pass Marks
			CIA	ESE	Total	
DEMBA31	Investment Analysis and Portfolio Management	4	30	70	100	50
DEMBA32	Financial Markets and Services	4	30	70	100	50
DEMBA33	Consumer Behaviour	4	30	70	100	50
DEMBA34	Product and Brand Management	4	30	70	100	50
DEMBA35	Employee Relations	4	30	70	100	50
DEMBA36	Performance Management Systems	4	30	70	100	50
DEMBA37	Team Dynamics at Work	4	30	70	100	50
<b>Total</b>		<b>28</b>	<b>210</b>	<b>490</b>	<b>700</b>	

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Second Year						
Fourth Semester						
Course Code	Course Title	Credits	Maximum Marks			Pass Marks
			CIA	ESE	Total	
DRMBA41	Project	12	100	200	300	150
DCMBA42	Entrepreneurship in Practice	4	30	70	100	50
DCMBA43	Universal Human Values	2	30	70	100	50
<b>Total</b>		<b>18</b>	<b>160</b>	<b>340</b>	<b>500</b>	

CIA-Continuous Internal Assessment / ESE-End Semester Examination

**TOTAL CREDITS: 102**

**VISTAS-CDOE Department of MBA, School of Management and Commerce**  
**MASTER OF BUSINESS ADMINISTRATION**

Detailed Syllabus

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<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>First Year / First Semester</b>
<b>Course Title</b>	:	<b>Management Principles and Organizational Behaviour</b>
<b>Course Code</b>	:	<b>DCMBA11</b>
<b>No.of Credit</b>	:	<b>4</b>

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**Course Objectives:**

CO1 : To describe the fundamentals of Management, significance, scope of management, levels of manager, functions of a manger and basics of organizational behavior.

CO2 :To discuss the development of management thought.

CO3: To examine and analyze the behavior of individuals and groups in organizations by understanding the concepts of learning, attitudes & perceptions.

CO4: To understand about the organizational structure, its types, decentralization and delegation of the authority.

CO5: To identify the communication process, theories of motivation and types of leadership.

**Block 1 – Introduction to Management**

Concept of Management -Evolution of Management thought, Management Process -OB Model – Contributing disciplines of OB -Management by Objective

**Block 2 – Individual Process in Organization**

Foundation for Individual Behavior – Learning -Attitude and Values - Personality and Perception - Motivation

**Block 3 – Interpersonal Process in Organization**

Communication -Group Behavior – Leadership - Decision Making

**Block 4 – Organizational Process**

Dimensions of Organization Structure -Authority, Responsibility and Accountability - Centralization and Decentralization

**Block 5 – Organizational Development**

Organizational Change - Organizational Development - Stress Management- Business Ethics and Corporate Social Responsibility

**References Books**

1. Chand S.N (2009), Management: Concepts, theory and practices, Atlantic Publishers, New Delhi.
2. Charles W.L Hill and Steven L McShane (2007), 'Principles of Management, McGraw Hill Education, Special Indian Edition.

3. Don Hellriegel, Susan E. Jackson and John W. Slocum (2008), Management- A competency based approach, 11th edition, Thompson South Western.
4. Fred Luthans (2010), Organizational Behavior, 12th Edition, Tata McGraw Hill Education.
5. Gupta R.N (2013), Principles of management, 4<sup>th</sup> Edition, S. Chand & Company Ltd. New Delhi.
6. Robbins.S.P (2018). Fundamentals of Management, Pearson Education, Delhi, India.

**Journals**

1. Ali, Imran (2019), Personality traits, individual innovativeness and satisfaction with life, Journal of Innovation & Knowledge, Vol: 4,Pp: 38-46
2. Andreis, Federico de (2020), A Theoretical Approach to the Effective Decision Making Process, Open Journal of Applied Sciences , 10(6), Pp: 287-304
3. Al-Malki, Mohammed (2018), Leadership Styles and Job Performance: a Literature Review, Journal of International Business Research and Marketing,3(3),Pp:40-59
4. Marcinkowski, Tom (2019), Reviews of research on the attitude–behavior relationship and their implications for future environmental education research,25(4), Pp: 459-471

**Weblinks**

- <https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-andorganizationalbehaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era>.
- <https://courses.lumenlearning.com/wmopen-organizationalbehavior/chapter/managementtheory-and-organizational-behavior/>
- <https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizationalbehavior.aspx>

**Course Outcomes:**

After completion of this Course, the learners will able to:

COC 1: Discuss about the management and its historical development.
COC 2: Analyze the behavior of individuals and groups in organizations
COC 3: Summarize the perceptions, learning, attitudes, and motivation in organizations
COC 4: Analyze the teams and organizations, evaluating transaction analysis
COC 5: Assess the knowledge about the organization structure and its types

<b>Programme</b>	:	<b>MBA</b>
<b>Year/Semester</b>	:	<b>First Year / First Semester</b>
<b>Course Title</b>	:	<b>Business Statistics</b>
<b>Course Code</b>	:	<b>DCMBA12</b>
<b>Course Credit</b>	:	<b>4</b>

### Course Objectives

After studying the Business Statistics, the student shall be able

CO-1: To impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

CO-2: To focus on more practical than theoretical.

CO-3: To do statistical analysis informs the judgment of the ultimate decision-maker-rather than replaces it-some key conceptual under pinning of statistical analysis will be covered to insure the understandability of its proper usage.

**block-1 Introduction-** Introduction to Statistics- Collection of Data- Measures of Central Tendency- Measures of Dispersions

**Block-2 Probability Theory** - Introduction to Probability- Addition Theorem of probability- Conditional and Multiplication Theorem of probability-Bayes' Theorem of probability

**Block-3 Correlations and Regression** – Correlation - Methods of Correlation - Partial and Multiple Correlations - Regression Analysis

**Block-4 Testing of Hypothesis** - Introduction to testing of hypothesis - Student t test

Chi-square test - Analysis of Variance

**Block-5 Index numbers and Time series analysis** - Introduction to Index Numbers

Construction of Price Index Numbers - Introduction to Time Series Methods for finding the trend values

### References Books

- 1) Berenson M., Levine D., Szabat K.A. and Krehbiel T.C. Basic Business Statistics: Concepts and Applications, Pearson Higher Education AU (2012).
- 2) Beri, "Business Statistics" Tata McGraw Hill, 2nd Ed, 2009
- 3) Keller. G, "Statistics for Management", Cengage Learning, 1st Ed, 2009.
- 4) McEvoy, David M. A Guide to Business Statistics, John Wiley and Sons (2020)
- 5) N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Ed, 2018
- 6) Sharpe N.R., De Veaux R.D., Velleman P.F., Wright D. and Bock D.E. Business Statistics, Boston, MA: Addison Wesley (2010).

### Journals:

- 1) Dancer, Diane, Kellie Morrison, and Garth Tarr. "Measuring the effects of peer learning on students' academic achievement in first-year business statistics." *Studies in Higher Education* 40.10 (2015): 1808-1828.
- 2) Bell, James A. "Statistics anxiety and business statistics: The international student." *Education* 129.2 (2008): 282-287.
- 3) Dutton, John, and Marilyn Dutton. "Characteristics and performance of students in an online section of business statistics." *Journal of Statistics Education* 13.3 (2005).
- 4) Hillmer, Steven C. "A problem-solving approach to teaching business statistics." *The American Statistician* 50.3 (1996): 249-256.
- 5) Shanker, Melissa Carey, and Joseph H. Astrachan. "Myths and realities: Family businesses' contribution to the US economy—A framework for assessing family business statistics." *Family business review* 9.2 (1996): 107-123.

### Web links:

- 1) <https://www.statisticshowto.com/business-statistics/>
- 2) <https://machinelearningmastery.com/statistical-hypothesis-tests/>
- 3) [https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusiness Statistics-OP.pdf](https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusiness%20Statistics-OP.pdf)
- 4) <https://statisticsbyjim.com/basics/probability-distributions/>
- 5) <https://www.khanacademy.org/math/cc-sixth-grade-math/cc-6th-datastatistics/mean-and-median/v/statistics-intro-mean-median-and-mode>
- 6) <http://kamarajcollege.ac.in/Department/Commerce/II%20Year/002%20Core%206%20-%20Business%20Statistics%20-%20III%20Sem.pdf>
- 7) <https://www.khanacademy.org/math/statistics-probability/describingrelationships-quantitative-data/more-on-regression/v/regression-line-example>
- 8) <https://www.khanacademy.org/math/probability/xa88397b6:scatterplots/estimating-trend-lines/v/correlation-and-causality>

### Course Outcome

After completion of this Course, the learners will able to:

COC-1 Explain and evaluate various measures of central tendency and measures of dispersion
COC-2 Estimate probabilities by applying probability theory
COC-3 Calculate correlation, regression and rank correlation
COC-4 Construct hypotheses and test them by applying statistical tools.
COC-5 Apply Time Series Analysis in Market Prediction Rates

<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>First Year / First Semester</b>
<b>Course Title</b>	:	<b>Managerial Economics</b>
<b>Course Code</b>	:	<b>DCMBA13</b>
<b>No.of Credit</b>	:	<b>4</b>

### **Course Objectives**

CO-1:To study the concept of Managerial Economics by applying a series of basic economics principles.

CO-2:To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools.

CO-3:To analyse how to incorporate a global perspective to their managerial economics box of tools.

### **Block 1- Introduction to Managerial Economics -**

Managerial Economics- Meaning – Characteristics and Subject Matter - Nature and Scope of Managerial Economics - Fundamental Principles of Managerial Economics - Risk and Uncertainty

### **Block 2-Demand and Supply Analysis**

Law of Demand – Exceptions to Law of Demand – Elasticity of Demand -Factors Influencing Elasticity of Demand - Law of Supply – Elasticity of Supply – Factors Influencing Elasticity of Supply - Demand Forecasting – Objectives – Methods – Criteria of Good Forecasting Methods- Pricing Policy and Cost

### **Block 3 -Production and Cost Analysis**

Production – Meaning – Factors of Production – Production Function – Cobb Douglas – CES – Leontief- Economies and Diseconomies of Scale-Theory of Production – Law of Variable Proportion – Law of Return to Scale - Cost of Production - – Money Cost- Real Cost – Explicit Cost – Implicit Cost – TC, TFC, TVC, AC, AFC, AVC – Cost output relationship short run and long run

### **Block 4- Price and Output Determination in Markets**

Perfect Competition – Features – Price and Output Determination in Short Run and Long Run – Monopoly – Price Discrimination- Simple Monopoly and Discrimination Monopoly - Monopolistic Competition – Features - Price and Output Determination in Short Run and Long Run - Oligopoly Competition – Features f Oligopoly – Types and Sweezy's model of Kinked demand curve

**Block 5-** Factor Pricing – Marginal Productivity-Ricardian Theory of Rent-quasi rent- Wage Theory – Classical Theory of Interest- Liquidity Preference theory – Profit concepts & Analysis

**Text Books:**

1. Dean Joel, Managerial Economics, PHI, New Delhi, 1976, First Edition
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi; 1983, First Edition

**Reference Books:**

1. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases SultanChand, New Delhi, 2003
2. K.K. Seo, Managerial Economics, Richard D. Irwin Inc. 1988

**Web Sources:**

<https://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and-scope/>

<https://theinvestorsbook.com/managerial-economics.html>

<https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature-principles-scope>

**Course Outcomes**

After completion of this Course, the learners will able to:

- COC1. Define the basic elements of managerial economics aspects of the firm.
- COC2. Discuss the demand analysis decisions methods as to forecasting
- COC3. Apply the managerial decision functions of the firm.
- COC4. Examine and elaborate the basic theories related to business practices
- COC5. Appraise on the decision environment.

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<b>Programme</b>	: <b>M.B.A</b>
<b>Year/Semester</b>	: <b>First Year / First Semester</b>
<b>Course Title</b>	: <b>Financial reporting, Statements &amp; Analysis</b>
<b>Course Code</b>	: <b>DCMBA14</b>
<b>No.of Credit</b>	: <b>4</b>

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### **Course Objectives**

After studying the Financial Reporting, Statements and Analysis the student shall be able to

CO-1: think in a new and more creative way when analyzing or forecasting financial information

CO-2: Introduce new tools common to financial statement analysis and how to use them in practical applications

CO-3: Understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information

### **Block-1: Introduction to Management Accounting**

Management Accounting – Introduction , Management Accounting – Meaning and Definitions, Emergence of Management Accounting, Objectives of Management Accounting, Characteristics of Management Accounting, Scope of Management Accounting, Functions of Management Accounting, Distinguish between management and cost accounting, Distinguish between management and Financial accounting, Importance of Management Accounting, Users of Management Accounting Information, Advantages & Limitations of Management Accounting.

Accounting Concepts and Conventions: Introduction, Accounting conventions : Meaning, Important Accounting Conventions, Accounting concepts: Meaning, Accounting concepts: Types, Differences between accounting concept & accounting convention, Key characteristics of accounting information

Concepts of Accounting Standards, Benefits of Accounting Standards, Procedure for issuing AS in India, Salient features of First Time Adoption of Indian Accounting Standards (Ind-AS): 101, Currently Prevailing Accounting Standards in India. International Financial Reporting Standards, Need and procedure of IFRS, Convergence to IFRS, Distinction between Indian AS & International AS

Book- keeping, System of Book – Keeping, Types of accounting & accounting rules, Meaning of Journal & its format, Meaning of Ledger & its format, Posting and Balancing the Ledger, Subsidiary Books of Accounts, Meaning & Objectives of Trail Balance, Preparation of Trial Balance, Guidelines for preparing Trail balance.

Income Statement, Method of preparing the Trading Account, Profit and Loss Account, Method of preparing the Profit and Loss Account, Balance Sheet Meaning & Format, Classification of Balance Sheet Items, Distinction between Trial balance and Balance Sheet.

## **Block-2: Analysis of Financial Statements**

Financial Statements analysis Meaning & Definition, Objectives of Financial Analysis, Uses of Financial Analysis, Process of Financial Statement Analysis, Tools or Techniques of Financial Statement Analysis, Limitations of Financial Statement Analysis. Meaning of accounting Ratio, Procedure for computation of ratios, Objectives of ratio analysis, Types of ratios, Profitability ratio, Liquidity ratio, Activity ratio, Solvency ratio, Advantages of ratio analysis, Limitations of ratio analysis.

Meaning of Comparative Statements, Features of Comparative Statements, Types of Comparative Statements, Advantages of Comparative Statements, Disadvantages of Comparative Statements, Meaning of Common-Size Statement, Features of Common-Size Statement, Types of Common-Size Statement, Advantages of Common-Size Statement, Limitations of Common-Size Statement, Trend Analysis, Procedure for Calculating Trends.

## **Block-3: Funds Flow and Cash Flow Analysis**

Concept of Funds, Flow of Funds,, Importance and Utility of Funds Flow Analysis, Preparation of Funds Flow Statement, Procedures for Preparing Funds Flow Statement, Advantages of Fund Flow Statement, Limitations of Fund Flow Statement. Objective of Cash Flow Statement, Uses of cash flow statement, Difference between Fund Flow Statement and Cash Flow Statement, Limitations of Cash Flow Statements, Classification of cash flow statement, Preparation of a cash flow statement.

## **Block-4: Capital Budgeting**

Capital Budgeting Meaning & Definition, Objectives of Capital Budgeting, Nature of capital budgeting, Significance of capital budgeting, Scope of the capital budgeting, Process of capital budgeting, Kinds of capital Budgeting Decisions, Methods of capital budgeting, Limitations of Capital Budgeting.

Marginal Costing – Introduction, Marginal Cost and Marginal Costing, Characteristics of Marginal Costing, Advantages of Marginal costing, Limitations of Marginal Costing, Absorption costing and marginal costing, Distinction between absorption costing and marginal costing, Cost-Volume-Profit analysis, Application of Marginal Costing Techniques.

## **Block-5: Budgeting and Financial Reporting**

Budgeting – Introduction, Definition of Budget and Budgeting , Budgetary control, Essentials of Budgeting and Budgetary control, Advantages and Limitations of Budgetary control system, Organization for budgetary control system, Classification of Budgets, Zero Base Budgeting.

Meaning & Definition of Financial Reporting, Objectives of Financial Reporting, Importance of Financial Reporting, Users of financial reports, Concept of Financial Reporting, Qualitative characteristics of information in financial reporting, Role of SEBI, Disclosure requirements of IFRS, Challenges in financial reporting.

### Reference Books:

1. M.Y.Khan&P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd.,10th edition 2004.
2. Paresh Shah Basic Financial Accounting for Management, Oxford Publications, 3rd edition,2007
3. R.Narayanaswamy – Financial accounting – A Managerial Perspective, Prentice Hall IndiaLtd., New Delhi 5th edition, 2014.
4. R.S.N.Pillai & Bagavathi – Management Accounting, Chand & Co. Ltd., New Delhi, 6<sup>th</sup> edition 2002.
5. T.S.Reddy&Y.Hari Prasad Reddy – Financial and Management Accounting, Margham publications, 12TH edition 2004.

### Web Resources:

1. <https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial-statements/>
2. <https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process>
3. <https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis>

### Course Outcomes

After completion of the course, Financial Reporting, Statements and Analysis the student will be able to:

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|--|
| <ol style="list-style-type: none"><li>COC1. State the importance of common accounting standards</li><li>COC2. Estimate Budgeting and Financial Reporting</li><li>COC3. Prepare financial statements through ratio analysis.</li><li>COC4. Analyze financial reports of financial instruments, mutual funds,</li><li>COC5. Analyze cash flow and fund flow statement.</li></ol> |
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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / First Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Legal &amp; Business Environment</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA15</b>
<b>No.of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives:**

While studying the Legal & Business Environment the student shall be able to

CO-1: To create the knowledge of Legal perspective and its practices to improvise the business.

CO-2: To describe the nature and classes of contracts.

CO-3: To identify the elements needed to create a contract.

CO-4: To read, interpret the various act related to business, property and business.

CO5: To identify the rights related to copyrights and patents.

### **Block - 1 - Indian Contract 1872**

An Introduction to Legal Business Environment and Indian Contract Act, Formation of Contracts; Definition, meaning of Contract and Agreement, Essential elements of a valid Contract, Principles of Contract Laws, Rules Related to offer and acceptance.-Rules Related to Free Consent, Consideration, Lawful Object and Capacity of the parties, Classification of Contracts.-Quasi Contracts and its types, Remedies for breach of Contract, Suit for Damages, Discharge of contract-Case Study.

### **Block - 2 - Special Contract Act**

Introduction of the Unit, Contract Management, Performance of Contract, Sale of Goods Act, Doctrine of caveat emptor Distinction between Sale, agreement to sell and hire purchase, Condition & Warranty.-Types of Goods, Rights of Unpaid seller, Laws of Agency, types of agent, Duties and Rights of Principal, Duties and Rights of Agent, Creation of Agency-Termination of agency, Bailment, Pledge, Guarantee, Indemnity, Case Study

### **Block - 3 - Transfer of Property Act**

Introduction of Unit, Rules of Transfer of Property in goods, Consumer Protection Act, Rights of Consumer, Remedies available in consumer protection Act, Performance of Contract, Business Organizations, Hindu Undivided Family, Partnership Kinds of partnership, Sole Proprietorship

### **Block - 4 - IPR & Negotiable Instrument Act**

Intellectual Property- Concept, Copy Rights, Trade Mark, Trade Secret, Guidelines to protect IPR, Procedure to file IPR-Negotiable Instruments Act, Definition, Essential Lecturer, Characteristics of a Negotiable Instrument, Promissory Note, Bill of Exchange, Cheque, Types of crossing, Discharge of Negotiable Instruments

## **Block - 5 - Companies Act 2013**

Introduction of the Unit, Company Meaning, Definition, Concept Characteristics of Company, Memorandum of Association Articles of association, Prospectus, Powers, and legal position of Directors, Classification of Company, Other Kinds of companies, Private Company and, Public Company, Appointment, -Board -M.D and Chairman - Their powers, Winding up of company.

### **Text Books:**

1. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
2. N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013
3. P.P.S.Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

### **REFERENCE BOOKS:**

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 20
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 20
3. Ravinder Kumar– Legal Aspect of Business. – Cengage Learning, 2nd Edition-2011.

### **Weblinks**

1. <https://www.airtract.com/article/the-legal-environment-of-business-%E2%80%93-a-complete-guide#:~:text=Legal%20environment%20of%20business%20is,the%20scope%20of%20the%20firm>
2. <https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx>
3. <https://www.lawteacher.net/free-law-essays/international-law/the-law-that-regulates-businesses-in-united-state-of-america-international-law-essay.php>

### **Course Outcomes:**

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

- COC 1 Draft a simple employment contract
- COC 2 Arrange the basics elements of contracts and classifications of contract
- COC 3 Improve their awareness and knowledge about functioning of local business.
- COC 4 Improve their awareness and knowledge about functioning of global business.
- COC 5 Gather knowledge on movement of business enterprises

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / First Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Business Communication &amp; Soft Skills</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA16</b>
<b>No.of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives:**

CO-1: To learn about the communication skills.

CO-2: To apply it in practical business situations, written exercises & e-mails, and letters: Re- writing and re-framing of sentences are being delivered.

### **Block – 1-Essentials of Business Communication**

Introduction to business communication - Communication process:- 7Cs of effective skills.

### **Block –2- Business Reports**

Business Reports - Written Communication - New Age Communications Channels.

### **Block -3- Etiquette and Interview**

Body Language and Etiquettes - Interview. Curriculum Vitae / Resume writing

### **Block – 4- Meetings, Circular, Letters**

Company meetings Notice, Agenda and Minutes of Meetings - Circular letter

### **Block – 5- Soft Skills**

### **Text Books:**

1. Kaul& Asha, Effective Business Communication, PHI 2<sup>nd</sup> Edition, 2006.
2. Sanjay Kumar &Pushpalatha, Communication Skills, Oxford University Press, 2011.

### **Reference Books:**

- 1.Lesikar R.V &Flately M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.
- 2.Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

### **Weblinks:**

<https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php>

[https://www.atctraining.com/soft\\_skills\\_definition\\_of\\_communication.htm](https://www.atctraining.com/soft_skills_definition_of_communication.htm)

<https://www.jobwise.co.uk/the-importance-of-soft-skills-in-business/>

## **Course Outcomes**

At the end of the course the student should be able to:

COC 1 Recall the basics of communication and its process, elements, and importance

COC 2 Evaluate the effectiveness of revising, checking, and proofreading the messages.

COC 3 Discuss the concept of Etiquette and significance of Interviews

COC 4 Identify different types of letters to make effective internal and external correspondence.

COC 5 Participate in Group Discussions & use time management techniques

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / First Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Computer Applications for Business</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA17</b>
<b>No. of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives**

Co-1: To introduce the essential concepts necessary to make effective use of the computer.

Co-2: Theoretical knowledge transfer recording computers and their relevance for business data storing and maintenance.

Co-3: To make the student literate with the computer using word-processing and spreadsheet for personal and business use.

### **Block 1: Introduction**

History of Computer – Definition - Types of Computers –Desktop Computer – Laptop  
 Functions of Computer – Computer Functionality - Application and Current Trends for Business Related Problems

### **Block 2: Hardware & Software**

Hardware System – Types of Hardware. - Input, Storage and Output Devices – Internal and External Parts of Hardware – Software. System Software: Operating System (Os) Such as Microsoft Windows and Macintosh. -: Application Software– Internet

### **Block 3: Microsoft Word**

Microsoft Word – History, Version – Features of Word Such as File Creation, - Formatting, Editing, Paragraph Formatting, - Inserting Header and Footer and Page Number, Inserting Tables, Inserting Symbols, Print Review and Printing

### **Block 4: Microsoft Excel**

Microsoft Excel – History, - Version -: Features of Excel Such as File Creation - Formatting, Editing, Organizing the Worksheet, - Formulas/Functions, Sorting, Filters, -: Creating Charts, Print Review and Printing

### **Block 5: Microsoft PowerPoint**

Microsoft PowerPoint – History, Version -: Features of PowerPoint Such as File Creation, Slide Creation, Formatting. -: Editing, Adding Transitions and Animation, Print Review and Printing.

**Text Books:**

1. Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.
2. Richard D Gitlin, Jeremiah F Hayes, Stephen B Weinstein, Data Communications Principles, Springer, 1992

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1. William Stallings, Data and Computer Communications, Prentice Hall, 2007
2. Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007
3. N.D.Birrell, M.A. Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988
4. Sanjay Saxena, A first course in computers, Vikas Publishing House Pt. Ltd. 2000

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3. <https://visionarybusinessperson.com/computer-application-in-business/>

**Course Outcomes**

At the end of the course, students would be able to

COC1: Evaluate the Fundamentals of Computer with Regard to Its Safety.

COC 2: Explain The Basics of Hardware and Software.

COC 3: Identify Different Components of Hardware Systems, Cables & Assemblies.

COC 4: Discuss About the File Management, Word Processing.

COC 5: Theoretically Explain Working With Graphics & DTP, Document Commands, Mail Merge, Spreadsheets.

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / Second Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Quantitative Techniques</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA21</b>
<b>No. of Credit</b>	<b>:</b>	<b>4</b>

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## **COURSE OBJECTIVES**

CO-1: To understand the significance of analytical techniques in decision making.

CO-2: To apply on the application of Operations Research to business related problems.

### **Block 1-Linear Programming**

Operations Research- Linear Programming Problems (LPP) and its Formulation - Graphical Method Simplex Method.

### **Block 2 -Transportation and Assignment**

Transportation Problems - Initial Solution: North West Corner Rule and Least Cost Method, Initial Solution: Vogel's Approximation Method - Balanced and Unbalanced Assignment Problems

### **Block 3 -Network Models**

Basic Terminologies Unit 10: Network Models - Critical Path method (CPM) -Program Evaluation Review Technique (PERT).

### **Block 4 -Game Theory**

Zero-sum games and Non-zero-sum games -Pure & Mixed Strategy - Maximin–Minimax Principle-Dominance Property

### **Block 5- Queuing & Simulation**

Queuing System - Queuing models: Birth and Death Model – Simulation -Simulation Models

### **References Books:**

1. A. Ravindren, Don T. Phillips and James J. Solberg, Operations Research Principles and Practice, John Wiley and Sons, 2nd edition, 2000.
2. Frederick Hillier, Gerald J. Lieberman, Bodhibroto Nag, Preetam Basu, "Introduction to Operation Research", McGraw Hill, 11th edition, ISSN: 9354601200, 2021.
3. Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 8th Edition / Prentice Hall of India, 2007.
4. Sankar P. Iyer, Operations Research, Tata McGraw-Hill Education, 2008
5. Tulsian, P. C., Vishal Pandey, Quantitative Techniques – Theory and Problems, Pearson Publications, 2006.

**Journals:**

1. Dr. Shraddha Mishra, "Solving Transportation Problem by Various Methods and Their Comparison", International Journal of Mathematics Trends and Technology (IJMTT), V-44(4), ISSN: 2231-5373, 2017.
2. Ms. Tahereem Bardi, "A Study on Operations Research and Application of Game Theory", International Journal of Innovative Science and Research Technology, V-2(10), ISSN No:- 2456 – 2165, 2017

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<https://epradnya.com/course/operations-research/lessons/simplex-method-for-minimization/>

<http://ecoursesonline.iasri.res.in/mod/resource/view.php?id=90009>

<https://ocw.ehu.eus/mod/resource/view.php?id=31111>

<https://www.britannica.com/science/linear-programming-mathematics>

<https://www.iitg.ac.in/skbose/qbook/qbook.html>

<https://www.slideshare.net/beautifulneha/transportation-problem-in-operational-research>

<https://www.slideshare.net/benghuid/game-theory-6705811>

**Course Outcomes**

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

COC1 : Construct linear programming models and explain the solution.

COC 2: Synthesize and evaluate transportation, assignment problems

COC 3: Synthesize and evaluate network models

COC 4: Synthesize and assess game theory

COC 5: Evaluate the Queuing System

<b>Programme</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>: First Year / Second Semester</b>
<b>Course Title</b>	<b>: Financial Management</b>
<b>Course Code</b>	<b>: DCMBA22</b>
<b>No.of Credit</b>	<b>: 4</b>

### **Course Objectives:**

CO-1:To familiarize the students with the various sources of Finance which a business house can mobilize.

CO-2:To develop the ability to measure the risk and return of various the portfolios.

CO-3:To develop the skills to analyze the impact of various financing alternatives on the wealth maximization and valuation of the firm.

### **Block 1: Financial Management – Meaning And Scope**

Nature of Financial Management - Financial System - Time Value of Money and Financial Planning

### **Block 2: Capital Budgeting Decisions**

Capital Budgeting -General Methods in Capital Budgeting Risk Analysis in Capital Budgeting

### **Block 3: Source Of Finance, Cost Of Capital & Leverage**

Long Term Sources of Finance - Cost of Capital -Leverage

### **Block 4: Dividend Decisions And Financing Decisions**

Dividend Policy and Decisions - Dividend Theories - Capital Structure

### **Block 5: Liquidity Decisions**

Principles of Working Capital-Receivables Management and Factoring-Inventory Management & Cash Management

### **References Books:**

1. Brealey R.A and Myers S.C (1988). Principles of Corporate Finance, New York: (13<sup>th</sup>Edition), McGraw Hill Book Company
2. Chandra, Prasanna, (2011), Financial Management: Theory and Practice. New Delhi:(8<sup>th</sup> Edition), Tata McGraw Hill Publishing Co. Ltd.,
3. D. Chandra Bose (2010), Fundamentals of Financial Management, (2<sup>nd</sup> Edition), PHILearning India PVT Ltd., www.phindia.com
4. Eugene F. Brigham | Michael C. Ehrhardt (2017), Financial Management Text and cases, ( 1 5 th E d i t i o n ) , C engage learning
5. Hampton John J. (1994), Financial Decision Making: Concepts, Problems and Cases. New

Delhi: (Fourth Edition), Prentice-Hall of India Pvt. Ltd.,

6. M.Y. Khan & P K Jain (2018), Financial Management Text, problem and cases – (8th Edition), Tata McGraw Hill Publishing Co. Ltd.,
7. Pandey I.M (2021), Financial Management. New Delhi: (12th Edition), Vikas Publishing House Pvt. Ltd.,
8. P.V.Kulkarni, B.G.Sathya Prasad (1999), Financial Management, (9th revised edition), Himalaya Publishing House.
9. Rajiv Srivastava & Anil Misra (2011), Financial Management, ( Second Edition) , Oxford University Press, Chennai.
10. Van Horne J.C (1994). Financial Management and Policy. New Delhi: (12th Edition), Prentice Hall of India Pvt. Ltd.,

#### **Journals:**

1. Abor, J. & Biekpe, N. 2005. What determines the capital structure of listed firms in Ghana? African Finance Journal, 7(1): 37-48.
2. Antoniou, A., Guney, Y & Paudyal, K. 2008. The determinants of capital structure: capital market-oriented versus bank-oriented institutions. Journal of Financial and Quantitative Analysis, 43(1): 59-92.
3. Barclay, M.J. & Smith, C.W. 1999. The capital structure puzzle. Journal of Applied Corporate Finance, 12(1): 8-20.
4. Barclay, M.J. & Smith, C.W. 2005. The capital structure puzzle: the evidence revisited. Journal of Applied Corporate Finance, 17(1): 8-17.
5. Barclay, M.J., Smith, C.W. & Watts, R.L. 1995. The determinants of corporate leverage and dividend policies. Journal of Applied Corporate Finance, 7(4): 4-19.
6. Bauer, P. 2004. Determinants of capital structure. Empirical evidence from the Czech Republic. Czech Journal of Economics and Finance, 54 (1): 1-21.
7. Baumol, W.J. & Malkiel, B.G. 1967. The firm's optimal debt-equity combination and the cost of capital. The Quarterly Journal of Economics, 81(4): 547-578.
8. Baxter, N.D. 1967. Leverage, risk of ruins and the cost of capital. The Journal of Finance, 22(3): 395-403.
9. Chakraborty, I, 2010. Capital structure in an emerging stock market. Research in International Business and Finance. 24(2010): 295-314.
10. Chen, J.J. 2004. Determinants of capital structure of Chinese-listed firms. Journal of Business Research. 57(12): 1341-1351.

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- <https://efinancemanagement.com/>
- <https://www.businessmanagementideas.com/>
- <https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/>
- <https://www.coursera.org/lecture/corporate-finance-essentials/1-what-is-the-cost-of-capital-mey84>
- <https://www.coursera.org/projects/introduction-valuation-wacc>
- <https://www.wallstreetmojo.com/>
- <https://www.kotaksecurities.com/ksweb/account-types/demat-account/bonus-shares>
- <https://www.indiainfoline.com/knowledge-center/share-market/what-are-bonus-shares>
- [www.moneycontrol.com/stocks/marketinfo/bonus/homebody.php?sel\\_year=2022](http://www.moneycontrol.com/stocks/marketinfo/bonus/homebody.php?sel_year=2022)

**Course Outcomes :**

The end of the Course, learners will be able to

COC1 : Describe about various financial management concepts

COC 2: Categorize and analyze different capital budgeting techniques

COC 3: Estimate cost of capital for long term source of finance

COC 4: Outline various capital structure theories and dividend theories

COC 5: Analyze working capital management techniques to maximize the shareholders' value

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / Second Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Human Resources Management</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA23</b>
<b>No.of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives:**

CO-1: To teach relevant, practical and applicable human resource Management skills to equip the student with the foundation competencies for working as HR practitioners in business.

CO-2: To highlight the important challenges facing Managers and employees in today's business climate.

CO-3: To introduce contemporary theory and practice in modern human resource Management and the range of tools and methods available to address HR challenges and problems.

### **Block 1 - Human Resources Management**

Introduction to HRM - HR Policies & procedures - Qualities, Roles & responsibilities of HR Managers HR as a factor of Competitive Advantage

### **Block 2 - Human Resource Process**

Human Resource Planning & Job Analysis and Design - Recruitment - Selection and - Placement Process, interviews -Orientation & Induction - Determining training needs Analysis, Delivery Methodology, Evaluation, Capacity Building.

### **Block 3 - Managing Careers**

Career Planning & Development, Employee development-Career stages – Career Choices and Preference-Mentoring and Coaching s, Time Management. HRIS-Employee Separations, Downsizing & Outplacement, Fundamentals of Industrial Relations and Fundamentals of Labor Laws.

### **Block 4 - Performance Management**

Purposes of Performance Management, Performance Appraisal Methods, merits, demerits Punishments and Promotion - Job evaluation. Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits

### **Block 5 - Contemporary Issues In HRM**

Talent Management, Competency Mapping, Industrial Relations, Health & Safety issues, grievance handling, Work Life Balance, Quality of Work Life, HRD in India

## References Books:

1. Aswathappa, K., & Dash, S. (2020). *International Human Resource Management*. McGraw-Hill Education.
2. Gupta. S.C, (2009) *Advanced Human Resource Management, Strategic Perspective*, ANE Books Pvt. Ltd, New Delhi.
3. Gravili, G., & Fait, M. (2016) *Social recruitment in HRM: a theoretical approach and empirical analysis*. Emerald Group Publishing
4. Angela Baron and Michael Armstrong, (2007) *Human Capital Management (Achieving Added Value through People)*, Kogan Page Limited, United States.
5. Anuradha Sharma and Aradhana Khandekar (2006) *Strategic Human Resource Management*. Response Books, New Delhi.
6. *perspective*. Psychology Press.
7. Jones, F., Burke, R. J., & Westman, M. (2013). *Work-life balance: A psychological perspective*. Psychology Press.
8. Houston, D. M. (2005). Work-life balance in the 21st century. In *Work-life balance in the 21st century* (pp. 1-10). Palgrave Macmillan, London.
9. Tsui, A. P., & Wong, W. K. (2021). *Transformational HRM Practices for Hong Kong*. University of Chicago Press.
10. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing human resource management*. Routledge

## Journals:

1. De Waal, A. A. (2007). Successful performance management? Apply the strategic performance management development cycle!. *Measuring Business Excellence*.
2. Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human resource management review*, 16(2), 139-154.
3. Yuvaraj, R. (2011). Competency mapping. *International journal of scientific & engineering research*, 2(8), 1-7.
4. Kaur, J., & Kumar, V. (2013). Competency mapping: A gap Analysis. *International Journal of Education and Research*, 1(1), 1-9.
5. Lockwood, N. R. (2003). Work/life balance. *Challenges and Solutions*, SHRM Research, USA, 2-10.
6. White, M. D., & Escobar, G. (2008). Making good cops in the twenty-first century: Emerging issues for the effective recruitment, selection and training of police in the United States and abroad. *International Review of Law, Computers & Technology*, 22(1-2), 119-134.
7. Heneman, R. L. (2003). Job and work evaluation: A literature review. *Public Personnel Management*, 32(1), 47-71.

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<https://www.slideshare.net/akhtartara1/hrm-policies-and-procedures>

<https://www.slideshare.net/iifnan/chapter-9-61662069>

**Course Outcomes**

The End of the Course, the learners will be able to:

COC 1: Discuss the History and evolution of HRM

COC 2: Explain the importance of HRM in the organizations

COC 3: Assess the major HRM functions and Processes of HRM Planning

COC 4: Identify strategic HR Planning and the HRM Process to the organization's strategic.

COC 5: Explain how training helps to improve the employee performance.

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / Second Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Marketing Management</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA24</b>
<b>No. of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives**

CO-1: To understand about the market, marketing, marketing environment and business environment and its domain knowledge.

CO-2: To learn the core concepts in marketing, product decisions and pricing decisions in a business analysis

CO-3: To study about the Market Segmentation, Market Target and Market Positioning.

CO-4: To determine the emerging trends in Marketing

### **Block-1-Fundamentals Of Marketing**

Introduction to Marketing Management - Scope & Core Concepts of Marketing - Marketing Environment

### **Block-2-Understanding Consumer & Selecting Target Market**

Analysing Consumer Market Market segmentation - Market Targeting - Market Positioning

### **Block-3- Product Decision**

Product Design - Packing, Labeling and Branding Pricing

### **Block-4- Marketing Channel & Communication Design**

Introduction to Marketing Channel- Promotional Strategies -Integrated Marketing - Communication Tools

### **Block-5-Emerging Trends In Marketing**

Online Marketing -Emerging global trends in marketing Sustainability in Market

### **References Books**

1. B. M. Dash, Ananya Misra R.K. Mohanty(2019) , Marketing Management, BK Publisher Pvt Ltd
2. Bose, B.S (2009). Marketing Management (2<sup>nd</sup> ed.). Mumbai: Himalaya Publishing House Pvt.Ltd.
3. Blackwell, R.D., Miniard, P.W and Engel, J.F. (2006). Consumer behaviour (10<sup>th</sup> ed.). South-Western:Thomas
4. Brassington, F., & Pettitt, S. (2000). Principles of Marketing. 2nd ed. FT/Prentice Hall.
5. Charles Doyle(2011), A dictionary of Marketing, OUP Oxford Publisher

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- Aaker, D. A. (1996). Measuring brand equity across products and markets. *California management review*, 38(3), 102-120.
- Andaleeb, S.S. (2016), "Market Segmentation, Targeting, and Positioning", Andaleeb, S.S. and Hasan, K. (Ed.) *Strategic Marketing Management in Asia*, Emerald Group Publishing Limited, Bingley, pp. 179-207.
- Charanah, J., & Njuguna, R. K. (2015). The effects of promotional mix tools on brand equity among hospitals in Nairobi County. *International Journal of Sales, Retailing and Marketing*, 4(6), 45-51.
- John Hulland, Hans Baumgartner, Keith Marion Smith (2018), *Marketing survey research best practices: evidence and recommendations* from a review of JAMS articles
- Karunanidhi, M., & Sivesan, S. (2013). An empirical study on the promotional mix and brand equity: Mobile service providers. *Industrial Engineering Letters*, 3(3), 1-9.
- Saqib, N. (2021), "Positioning – a literature review", *PSU Research Review*, Vol. 5 No. 2, pp. 141-169.
- Syed Saad Andaleeb (2016), Market Segmentation, Targeting, and Positioning, *Strategic Management Asia*, Emerald Group Publishing Limited. ISBN: 978-1-78635-746-5, eISBN: 978-1-78635-745-8
- Thomas Martin Key, Terry (2020), *Marketing's theoretical and conceptual value proposition: opportunities to address marketing's influence*, *AMS Rev.* 2020; 10(3-4): 151–167.

## Weblinks

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<https://www.marketingevolution.com/marketing-essentials/target-audience>

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<https://www.managementstudyguide.com/market-segmentation-steps.htm>

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<https://www.optimizely.com/optimization-glossary/online-marketing/>

<https://www.feedough.com/marketing-environment/>

<https://online.hbs.edu/blog/post/what-is-the-triple-bottom-line>

## **Course Outcomes**

At the end of the course, students would be able to

COC 1: Formulate the concept of Market, Marketing.

COC 2: Investigate about the macro and micro environment

COC 3: Demonstrate the term Market Segmentation, Target and Positioning

COC 4: Classify the term Product, Product design and Product Mix

COC 5: Recall the emerging trends in marketing

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<b>Programme</b>	<b>:</b>	<b>M.B.A</b>
<b>Year/Semester</b>	<b>:</b>	<b>First Year / Second Semester</b>
<b>Course Title</b>	<b>:</b>	<b>Operations Management</b>
<b>Course Code</b>	<b>:</b>	<b>DCMBA25</b>
<b>No. of Credit</b>	<b>:</b>	<b>4</b>

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### **Course Objectives**

While studying the Operations Management the student shall be able to

CO 1: Explain the fundamental concepts of operations and production.

CO 2: Understand the types of production systems.

CO 3: Explain the fundamental concepts of layout and location.

CO 4: Predict the demand using the different forecasting techniques

CO 5: Explain the fundamental concepts of various planning

### **Block-1 - Introduction to Operations Management**

History and Definition – Production Vs. Operations, Manufacturing Vs. Service Operations  
Functions – Production Systems, Types of Production Systems - Operations Strategy,  
Operations Management Vs. Operations Strategy

### **Block-2 - Location, Layout And Forecasting**

Plant Location – Factors influencing location – Plant Layout- Types of Layout – Forecasting –  
Forecasting technique: Qualitative and Quantitative-Delphi Method – Regression Analysis –  
Forecasting Error.

### **Block-3 – Planning**

Capacity Planning - – Aggregate Production Planning (APP)-Disaggregation: Master  
Production Scheduling (MPS) – Material Requirement Planning (MRP)- Production Planning  
and Control (PPC).

### **Block-4 - Quality**

Evolution of Quality – Quality Definition and Contributions by W. Edwards Deming, Joseph  
M.Juran and Philip B. Crosby - Dimensions of Quality – Process Quality Vs. Product Quality  
- Seven Basic Quality Tools – Plan-Do-Check-Act (PDCA) Cycle

### **Block-5 - Inventory Management**

Inventory Management – Types of Inventory Models - Independent Demand Vs.  
Dependent Demand-Basic Economic Order Quantity (EOQ) Model – Analysis: ABC and VED  
-Push Vs. Pull system – Just-In-Time (JIT) Vs. Material Requirement Planning (MRP)

## Reference Books

1. Boyer et al. (2011) Operations Management: Strategy, Global Supply Chain and Service Operations 1st Edition, Cengage Learning
2. Gerard. C and Christian. T, (2018), Matching Supply with Demand: An Introduction to Operations Management, McGraw Hill
3. Roger Schroeder, Susan Goldstein, M. Johnny Rungtusanatham (2019). Operations Management, McGraw-Hill Education,
4. Ajay Garg (2020). Production and Operations Management, Tata McGraw-Hill Education,
5. Stevenson J. William (2007), Operations Management, th Edition, TMH,

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1. Ambra, T., Caris, A., & Macharis, C. (2021). Do you see what I see? A simulation analysis of order bundling within a transparent user network in geographic space. *Journal of Business Logistics*, **42**, 167– 190.
2. Anand, G., & Gray, J. V. (2017). Strategy and organization research in operations management. *Journal of Operations Management*, **53–56**, 1– 8.
3. Ba, S., & Nault, B. R. (2017). Emergent themes in the Interface between economics of information systems and Management of Technology. *Production and Operations Management*, **26**(4), 652– 666.
4. Bockstedt, J., Druehl, C., & Mishra, A. (2015). Problem-solving effort and success in innovation contests: The role of national wealth and national culture. *Journal of Operations Management*, **36**, 187– 200.
5. Buldeo Rai, H., Verlinde, S., Merckx, J., & Macharis, C. (2017). Crowd logistics: An opportunity for more sustainable urban freight transport? *European Transport Research Review*, **9**, 3.

## Weblinks:

<https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/>

<https://managementhelp.org/operationsmanagement/>

<https://Hbr.Org/Topic/Operations-Management>

## Course Outcomes

After completion of the course, **Operations Management** the student will be able to:

COC 1: Familiarize the students with the Basics of Production Management

COC 2: Create the awareness about the Operations management

COC 3: Acquainted the concept and application in ABC, JIT and MRP

COC 4: Provide the comprehensive knowledge about the Production Department

COC 5: Enable the students to understand the Plant layout.

<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>First Year / Second Semester</b>
<b>Course Title</b>	:	<b>Research Methodology</b>
<b>Course Code</b>	:	<b>DCMBA26</b>
<b>No. of Credit</b>	:	<b>4</b>

### **Course Objectives**

CO-1: To comprehend the objectives of research and the steps involved in research process.

CO-2: To analyse the concepts of research design. To analyze the collected and processed data with the help of statistical tools.

CO- 3: To use different data collection methods and sampling design techniques in their own research.

CO-4: To generalize and interpret the data and prepare a research report.

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### **BLOCK-I: INTRODUCTION TO RESEARCH**

Meaning – Purpose of research – Characteristics of research – Research Vs Research Methodology – Research Approaches. - Research Problem – Selecting the problem – Importance of Defining the problem - Types of Research – Qualities of Researcher – Importance of Research – Research process – Criteria of Good Research.

### **BLOCK-II: DESIGN OF RESEARCH**

Introduction of Research design – Features - Types of Research design – Characteristics of a good Research design - Hypothesis – Meaning – Characteristics of Hypothesis – Basic Concepts Concerning Testing of Hypothesis - Limitations of Tests of Hypothesis.

### **BLOCK-III: DATA COLLECTION**

Classification of Data – Types of Classification - Basic Principles in Classification of Data - Methods of Classifying Data -Sources of Data – Primary Data – Secondary Data-Processing of Data - Analysis of Data.

### **BLOCK-IV: SAMPLING**

Meaning of Sampling Design – Need for Sampling – Advantages of Sampling – characteristics of Sampling – Essentials of Good Sampling – Sampling Concepts and Sampling Frame – Sample Size and Its Determination – Types of Sampling.

Measurement of Scales – Classification of Scales. Meaning of Scaling - Scale Classification Bases. - Testing of Significance – Hypothesis – Procedure for Hypothesis Testing. Parametric tests or standard tests of hypothesis - non-parametric tests or distribution-free tests of hypothesis - Multivariate Analysis.

## **BLOCK-V: INTERPRETATIONS AND REPORT WRITING**

Introduction and Meaning of Interpretations – Importance of Interpretation - Techniques of Interpretation.- Report Writing – Role of Research Reports – Types of Research Reports – Different Steps in Writing Report – Layout of the Research Report – Types of Reports – Mechanics of Writing a Research Report - Precautions for Writing Research Reports.

### **Reference Books:**

1. C.R. Kothari, *Research Methodology*, Willey International Ltd., New Delhi.
2. Creswell, John W. 2002. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. London: Sage Publications Inc.
3. Gupta, S.L. and Hitesh Gupta. 2012. *Business Research Methods*. New Delhi: Tata McGraw Hill Education Private Limited.
4. M. B., Huberman, A. M., & Saldaña, J. (2013). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publications, Incorporated.
5. P.L. Bhandar Kar and T.S. Wilkinson, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Delhi

### **Web Resources:**

1. <https://www.sciencedirect.com/science/article/pii/S0148296319304564>
2. [https://www.ijrrjournal.com/IJRR\\_Vol.6\\_Issue.3\\_March2019/IJRR0011.pdf](https://www.ijrrjournal.com/IJRR_Vol.6_Issue.3_March2019/IJRR0011.pdf)
3. [https://www.researchgate.net/publication/303381524\\_Fundamentals\\_of\\_research\\_methodology\\_and\\_data\\_collection](https://www.researchgate.net/publication/303381524_Fundamentals_of_research_methodology_and_data_collection)
4. <https://expertjournals.com/how-to-write-a-research-methodology-for-your-academic-article>
5. [https://www.researchgate.net/publication/325546150\\_WRITING\\_RESEARCH\\_REPORT](https://www.researchgate.net/publication/325546150_WRITING_RESEARCH_REPORT)

### **Course Outcomes**

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

COC 1: Learn the research process, types and know the application of research in various fields.

COC 2: Understand the various types of research design.

COC 3: Learn the data collection sources and stages of surveys.

COC 4: Analyse the sampling through various techniques and applying statistical tools for hypotheses testing in research.

COC 5: List various types of reports and outline the steps in writing report.

<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>First Year / Second Semester</b>
<b>Course Title</b>	:	<b>Corporate Social Responsibility &amp; Sustainability</b>
<b>Course Code</b>	:	<b>DCMBA27</b>
<b>No. of Credit</b>	:	<b>4</b>

### **Course Objectives**

CO 1: To Discuss the key legal, political and economic features of the major CSR systems found around the world

CO 2: To Describe the evolution of CSR and also discuss different goals in CSR

CO 3: To Sketch the moral and social responsibility dimensions of CSR

While studying the Corporate Social Responsibility and Sustainability the student shall be able to

### **BLOCK I - INTRODUCTION TO CSR.**

Introduction to CSR, Definition, History and Evolution of CSR. - Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR- an overlapping concept-Drivers of CSR. - CSR & Corporate governance.

### **BLOCK II – FRAME WORK OF CSR**

International frame work- Millennium & sustainable development goals - UN Global impact & Guiding principles on business and human rights. -Social Policy – OECD, ILO tri-partite declaration.

### **BLOCK III – CSR LEGISLATIONS**

CSR Legislations in India & World.-CSR reports -CSR activities under schedule – VII, Appointment of independent directors on the Board. Computation of Net Profit's Implementing Process in India.

### **BLOCK IV – REGULATORY ENVIRONMENT**

Implementation of CSR in India -Market based pressure and incentives civil society pressure  
The regulatory environment in India Counter trends -Performance in major business and programs.

### **BLOCK V- STAKEHOLDERS OF CSR.**

Key Stake holders of CSR -Contemporary issues in CSR & MDGs.- Global Compact Self-Assessment Tool - National Voluntary Guidelines by Govt. of India.

**Reference Books:**

1. M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools , Edward Elgar Publishing, 1st Edition, 2011
2. Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford publication, 2011.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi, 4th Edition, 2012
4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, 2014
5. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi, 2nd Edition, 2019

**Weblinks:**

1. <https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf>
2. <https://www.ukessays.com/lectures/business/business-management/csr>
3. <https://www.slideshare.net/madangkiraswaamy/bgs-7>
4. <https://www.slideshare.net/rcay/csr-for-sustainable-busines>

**Course Outcomes:**

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

- |   |
|---|
| <p>COC 1: Discuss the key legal, political and economic features of the major CSR systems found around the world</p> <p>COC 2: Describe the evolution of CSR and also discuss different goals in CSR</p> <p>COC 3: Sketch the moral and social responsibility dimensions of CSR</p> <p>COC 4: Identify the provisions of Section 135 of Indian Companies Act related to CSR</p> <p>COC 5: Enumerate CSR legislations across the globe and compare the CSR practices in various countries.</p> |
|---|

<b>Programme</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Investment Analysis and Portfolio Management</b>
<b>Course Code</b>	:	<b>DEMBA31</b>
<b>No. of Credit</b>	:	<b>4</b>

### **COURSE OBJECTIVES:**

CO1: To Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour.

CO2: To provide a theoretical and practical background in the field of investments.

CO3: To design and managing the optimal portfolio selection and the relation between risk and return.

CO4: To Analyze bond prices and yields and fixed-income portfolio market efficiency

### **BLOCK I BASICS OF INVESTMENT**

Introduction - need for Investment – investment process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - the investment triangle -Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing -Choosing a fund type

### **BLOCK II RISK AND RETURN OF PORTFOLIO**

Concepts of risk and return - Risk and return measurement of the portfolio - Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution -Predicting asset returns -Optimal portfolios with two risky assets combining risky assets

### **BLOCK III SECURITY ANALYSIS & TRADING**

Determinants of stock price -Fundamental analysis, Inflation-Macroeconomic and Industry Analysis -Equity Valuation Models- Financial Statement Analysis Industry life cycle, Characteristics--Technical Analysis- Event studies - Behavioral finance- Trading and markets Exchanges -Trading game instructions - Market and limit orders -Short selling and margin - Trading simulation

### **BLOCK IV THEORY FOR INVESTMENT PORTFOLIO FORMATION**

Quantitative methods of investment analysis -Capital Allocation to Risky Assets -Optimal Risky Portfolios -Portfolio Theory -Markowitz portfolio theory -The expected rate of return and risk of portfolio - Capital Asset Pricing Model - Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis -Multifactor Models of Risk and Return-

### **BLOCK V PORTFOLIO MANAGEMENT AND EVALUATION**

Portfolio risk and return, Benefits of portfolio Diversification-Active versus passive portfolio management - Strategic versus tactical asset allocation - Monitoring and revision of the portfolio - Portfolio performance measures– Portfolio Revision

**Text Books:**

1. Donald E.Fischer& Ronald J.Jordan, "Security Analysis and Portfolio Management", PHI Learning, 8<sup>th</sup> Edition,2011.
- 2.Prasannachandra, "Investment Analysis and Portfolio Management", Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.
- 3.S.Kevin, "Securities Analysis and Portfolio Management", PHI Learning, 13<sup>th</sup> Edition, 2015.

**Reference Books:**

- 1.Reilly & Brow, "Investment Analysis and Portfolio Management", Cengage Learning, 9<sup>th</sup> Edition, 2011.
- 2.V.A.Avadhan, "Securities Analysis and Portfolio Management", Himalaya Publishing House, 2011.
- 3.V.K.Bhalla, "Investment Management ", S.Chand&Company Ltd., 2012

**Weblinks:**

1. <https://thismatter.com/money/investments/portfolios.htm>
2. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
3. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>
4. <https://gurukpo.com/Content/MBA/SAPM.pdf>

**Course Outcomes:**

The End of the course Students can able to

COC 1: Describe and to analyze the investment environment, the investment management and planning

COC 2: Assess wide knowledge on use the quantitative methods for investment decision making and to calculate risk and expected return of various investment tools to evaluate the investment portfolio;

COC 3: Evaluate relevance of stocks, bonds, options for the investments and Differentiate elements standard deviation and beta concepts as to securities

COC 4: Assess the psychological issues in investment decision making.

COC 5: Apply the theories on investment analysis

<b>Programme</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Financial Markets and Services</b>
<b>Course Code</b>	:	<b>DEMBA32</b>
<b>No. of Credit</b>	:	<b>4</b>

**Course Objective:**

CO 1 To understand the role, scope and growing contribution of financial services in the service sector of the economy.

CO2 To comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.

CO3 To understand the role of intermediaries and its regulating bodies.

CO4 To know the impact and role of Credit rating in the corporate world.

**BLOCK I STRUCTURE OF FINANCIAL SYSTEM:**

Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations –Secondary Markets- Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms

**BLOCK II FINANCIAL SERVICES**

Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – – Functions of Merchant Banking -Regulation of Merchant Banking in India-SEBI guidelines-Merchant banking in India

**BLOCK III VENTURE CAPITAL & LEASING**

Concept of Venture Capital – Features of Venture Capital – Scope of Venture Capital – Importance of Venture Capital – Origin – Initiative in India – Guidelines – The Indian Scenario – Present Position – Suggestions for the Growth of Venture Capital Funds -Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing

**BLOCK IV MUTUAL FUND**

Mutual funds: concepts and objectives – Types, Structure of Mutual Fund, Mutual Fund Schemes, Calculation of NAV, SIP, SWP.- guidelines for mutual funds – working of public and private mutual funds in India - performance measure of a mutual fund – Performance Evaluation of Mutual Funds – Sharpe's Model for Evaluation – Treynor's Model for Evaluation – Jenson Model – Other Parameters of Performance

## **BLOCK V SPECIALIZED FINANCIAL SERVICES**

Microfinance, - Private Placement, Private Equity, Securitization & Asset Reconstruction Company- Overview of Credit Information Reporting- Factoring and bill discounting concept process and forms-Functions of a factor.-Legal aspects of factoring and bill discounting.. - Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting

### **Text Books:**

1. C Rama Gopal, "Management of Financial Services", Vikas Publishing House, 1<sup>st</sup> Edition, 2014.
2. M.Y.Khan, "Financial Services", Tata McGraw Hill, 12<sup>th</sup> Edition, 2012.
3. Machiraju, "Indian Financial System", Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.

### **References:**

1. Rajesh Kothari, "Financial Services in India – Concepts and Application", Sage India, 2010.
2. J.C.Verma, "A Manual of Merchant Banking", Bharath Publishing House, New Delhi, 2001.
3. B.SBhatia, G.S.Batra, "Management of Financial Services", Deep and Deep Publications, 1996.

### **Weblinks:**

1. <https://nptel.ac.in/courses/110/105/110105121/>
2. <http://www.himpub.com/documents/Chapter1321.pdf>
3. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions>
4. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Markets>
5. <http://tumkuruniversity.ac.in/ocug/comm/notes/FINANCIALMARKETANDSERVICES.pdf>
6. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>
7. [https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/\[Jeff\\_Madura\] Financial\\_Markets\\_and\\_Institutions\\_11.pdf](https://fintech.neu.edu.vn/Resources/Docs/SubDomain/fintech/[Jeff_Madura] Financial_Markets_and_Institutions_11.pdf)

### **Course Outcomes:**

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

COC 1: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

COC 2: Develop insights regarding concept and mechanism of various financial markets and services

COC 3: Utilize the guidelines provided by various legal and regulatory frameworks to analyze the different financial services.

COC 4: Develop insights regarding concept and Mechanism of various financial markets and services

COC 5: Build skills to evaluate an individual's assets, needs and prepare plans for efficient wealth management

<b>PROGRAMME</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Consumer Behaviour</b>
<b>Course Code</b>	:	<b>DEMBA33</b>
<b>No. of Credit</b>	:	<b>4</b>

**Course Objectives:**

CO 1: Explains the historical background and concepts vital for understanding Consumer Behavior.

CO 2: Identify the role of various variables that determine Consumer Behavior in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer Behavior.

CO 3: Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer Behavior.

**BLOCK I Introduction of Consumer Behaviour**

Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy.

**BLOCK II Behaviour Change**

Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning]

**BLOCK III Consumer Decision Making Process**

Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behavior - Components of communications process Brand Loyalty and Repeat Purchase Behavior. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.

**BLOCK IV Consumer modeling**

Consumer modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model.

## **BLOCK V Consumer Rights**

Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.

### **TEXT BOOKS:**

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003 .
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009.

### **Reference Books:**

1. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2020.
2. Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017.

### **Weblinks:**

<https://www.coursera.org/courses?query=consumer%20behavior>

<https://www.business2community.com>

### **Course Outcomes:**

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

COC 1: Analyze the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour.

COC 2: Evaluate the various methods to do the consumer research process

COC 3: Use how the personality, Learning, Attitude, and Communication have an impact on individual consumer behavior

COC 4: Apply the various models of consumer behavior in real time

COC 5: Recall the concept of consumerism.

<b>Programme</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Product and Brand Management</b>
<b>Course Code</b>	:	<b>DEMBA34</b>
<b>No. of Credit</b>	:	<b>4</b>

**Course Objectives:**

CO 1: To understand the changing business environment.

CO 2 :To identify the indicators of management thoughts and practices.

CO 3: To understand fundamental premise underlying market driven strategies.

**BLOCK I PRODUCT MANAGEMENT**

Product- Meaning, Classification of Products, Levels of Products- Product Hierarchy- Product Development Strategies- Product Line Strategies - Product Mix Strategies - Packaging and Labelling - New Product Development.

**BLOCK II : ROLES OF PRODUCT STRATEGY**

Product management roles and responsibilities Product strategy, roadmaps, and portfolio planning- Product development processes - Product life cycle management in manufacturing sector - Failures of product management in the organization – roles of product manager

**BLOCK III: INTRODUCTION TO BRAND MANAGEMENT**

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty. Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands

**BLOCK IV: BRAND EQUITY & BRAND IDENTITY**

Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

**BLOCK V: BRAND ASSOCIATION**

Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning

**Text Books**

1. Product Policy and Brand Management Text and Cases, [A. K. Chitale](#), PHI Learning, 3rd Revised edition 2016.
2. Product and Brand Management, [Daniel Slone](#), Arcler Education Inc 2017.

## Reference

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons, 5<sup>th</sup> Edition 2017.
2. Product and Brand Management, [Tapan K. Panda](#), Oxford University Press, First edition, 2016.

## Weblinks:

1. <https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-on-everything-about-Product-and-Brand-Management>
2. <https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/>
3. <https://www.slideshare.net/jwayne2013/branding-ppt-16015717>
4. <https://www.slideteam.net/brand-management-powerpoint-presentation-slides.html>

## Course Outcomes

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

COC 1: Identify the fundamental concepts of product management

COC 2: Examine basic concept of product mix, product decisions and product line

COC 3: State the importance of brand extensions and branding relationship

COC 4: Identify brand equity , brand identity and brand name

COC 5: Analyse the concept of brand association and branding in the current scenario

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<b>Programme</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Employee Relations</b>
<b>Course Code</b>	:	<b>DEMBA35</b>
<b>No. of Credit</b>	:	<b>4</b>

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### **Course Objective**

CO 1: This course will help the student to get exposure on Employee Relations.

CO 2: To understand the relations ship between the employee, employer, union and government.

### **BLOCK I EMPLOYEE RELATIONS**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

### **BLOCK II INDUSTRIAL CONFLICTS**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

### **BLOCK III LABOUR WELFARE**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

### **BLOCK IV INDUSTRIAL SAFETY**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

### **BLOCK V WELFARE OF SPECIAL CATEGORIES OF LABOUR**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

### **Text Books:**

1. Dynamics of Industrial Relations, Mamoria, Mamoria&Gankar, Himalaya Publishing House, 8<sup>th</sup> edition, 2008
2. Industrial Relations in India, Ratan Sen MacMillan, 3<sup>rd</sup> edition,2010.

**Reference Books:**

1. Industrial Relations Emerging Paradigms, B.D.Singh, Excel Books, 2010.

**Weblinks:**

1. <https://www.bamboohr.com/blog/top-websites-for-hr-professionals>
2. <https://SHRM.com>
3. <https://www.slideshare.net/DrManishankar/employee-relation-44829364>
4. <https://www.slideshare.net/nilendrakumar7/child-labour-78191564>

**Course Outcomes:**

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

COC 1: Recall on the various conceptual understanding of industrial relations concepts, approaches.

COC 2: Discuss on the awareness regarding government machinery to settlements of industrial dispute

COC 3: Predict on the futuristic issues in era of dynamic technological changes as to Industrial relations.

COC 4: Revise and enable the students to interpret and apply these laws.

COC 5: Appraise on the understanding on labour problems & remedial measures in the country.

<b>Programme</b>		<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Performance Management Systems</b>
<b>Course Code</b>	:	<b>DEMBA36</b>
<b>No. of Credit</b>	:	<b>4</b>

**Course Objectives:**

CO 1: The course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.

CO 2: The course intends to give insights on ways to identify, integrate, and retain talent in an organization to deliver high performance.

CO 3: To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

**BLOCK I INTRODUCTION**

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

**BLOCK II PERFORMANCE APPRAISAL SYSTEM IMPLEMENTATION**

Setting objectives - Organizational and individual performance plans - determinants of performance - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Approaches to measuring performance, diagnosing the causes of poor performance.

**BLOCK III PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT**

Purpose of Appraising - Methods of appraisal, objectives, and skill required, the role of the appraiser, Appraisal methods, raters errors, Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems.

**BLOCK IV COMPETENCY BASED PERFORMANCE MANAGEMENT SYSTEM**

Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, performance-based compensation performance - Based career planning & promotion policy

**BLOCK V: CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM**

Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

### **Text Books:**

1. T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 10<sup>th</sup> edition, 2011.
2. Tony Deb, Performance Management, Oxford university press, 1<sup>st</sup> edition, 2008.
3. Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 1<sup>st</sup> edition, 2003.

### **References:**

1. Herman Aguinis, Performance Management, Pearson Education, 3<sup>rd</sup> edition, 2012.
2. Dixit Varsha, Performance Management, Vrinda Publications Ltd, 1<sup>st</sup> edition, 2009
3. Michael, Armstrong , Performance Management, Kogan Page, 5<sup>th</sup> edition, 2000.

### **Websites:**

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>

### **Web sources:**

1. [National HRD Network](#)
2. <https://www.slideshare.net/tsheten/performance-management-system-12238903>

### **Course Outcome**

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

COC 1: Describe the performance management as to organizations.

COC 2: Explain on the organizational performance management programs and best practices and define attributes of effective performance management systems

COC 3: Select the job-related performance standards and performance indicators as to organizations.

COC 4: Evaluate employee involvement and contribution towards organization effectiveness.

COC 5: Elaborate and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses

<b>Programme</b>	:	<b>M.B. A</b>
<b>Year/Semester</b>	:	<b>Second Year / Third Semester</b>
<b>Course Title</b>	:	<b>Team Dynamics at Work</b>
<b>Course Code</b>	:	<b>DEMBA37</b>
<b>No. of Credit</b>	:	<b>4</b>

### **Course Objectives**

CO 1: To focus on high performance goals in the organization

CO 2: To understand the stages of team development & its importance

CO 3: To analyze how to manage conflict and teams at work place

### **BLOCK I: INTRODUCTION TO TEAM MANAGEMENT**

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work

### **BLOCK II: TEAM BUILDING AT WORK**

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

### **BLOCK III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS**

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

### **BLOCK IV: TEAM COMMUNICATION**

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

### **BLOCK V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS**

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group decision making. Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams

### **TEXT BOOKS:**

- Daniel Levi, Group dynamics for teams, 5<sup>th</sup> Edition, Sage Publication,2019,
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017.

### REFERENCE BOOKS:

- Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2003
- T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

### WEBSITES:

1. <https://peoplemanagingpeople.com/>
2. <https://www.shrm.org>

### WEBSOURCES:

1. <https://www.slideshare.net/testlerryder/team-dynamics-presentation>
2. <https://www.slideshare.net/kktv/team-communication>

### Course Outcomes

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

COC 1: Recall the stages of Team development

COC 2: Classify and Identify the drives & situational needs of the team at work

COC 3: Apply critical thinking skills to evaluate group dynamics and team processes.

COC 4: Create, recognize and understand the characteristics of teams, the processes of teamwork, and how teams' function within organizations.

COC 5: Summarize the skills for understanding group dynamics & working effectively in groups

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<b>PROGRAMME</b>	:	<b>M.B.A</b>
<b>YEAR/SEMESTER</b>	:	<b>Second Year / Fourth Semester</b>
<b>COURSE TITLE</b>	:	<b>Project</b>
<b>COURSE CODE</b>	:	<b>DRMBA41</b>
<b>COURSE CREDIT</b>	:	<b>12</b>

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### **Course Objectives**

CO 1: To demonstrate the skills and knowledge that students have acquired in their studies

CO 2: The Aim of the final year project is to develop student's knowledge for solving societal problem.

CO 3: It enables students to develop problem solving, analysis, synthesis and evaluation skills.

### **Course Outcome**

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

COC 1: Create and develop deep understanding of the interaction.

COC 2: Analyze and solve problems on an executive level and demonstrating critical.

COC 3: Design the general (core) management skills in the chosen area of specialization.

COC 4: Design strategies to solve business problems and pursue opportunities

COC 5: Interpret a variety of ways to engage in experiential learning.

<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>Second Year / Fourth Semester</b>
<b>Course Title</b>	:	<b>Entrepreneurship in Practice</b>
<b>Course Code</b>	:	<b>DCMBA42</b>
<b>No. of Credit</b>	:	<b>4</b>

### **Course Objectives:**

CO1: This course will provide an opportunity to the students to understand entrepreneurship and entrepreneurial opportunities

CO 2: To understand and appreciate the role and need for entrepreneurship in building a sustainable society.

CO 3: To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.

CO 4: To describe social entrepreneurship and characteristics of entrepreneurs.

### **BLOCK I: ENTREPRENEUR**

Entrepreneur – Factors impacting transformation into entrepreneur - The characteristics of entrepreneurs - The four distinctions of entrepreneurship - Profit and non-profit Proprietorships – Partnership – Company - Non-Governmental organization - Society – Trust and Company (Sec. 25) registration - Factors determining selection of forms of registration

### **BLOCK II: SUSTAINABLE DEVELOPMENT**

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India. The Millennium Ecosystem Assessment - International Influences. Methods of sensing opportunities and fields of opportunities. Assessing and prioritizing opportunities. Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds - PPP

### **BLOCK III: TOOLKIT FOR SOCIAL ENTREPRENEUR**

Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj - Toolkit for Social and Environmental Entrepreneurs - SME Toolkit - The Creative Activist Toolkit - Root cause analysis

### **BLOCK – IV: ENTREPRENEURIAL OPPORTUNITY**

Opportunity Recognition & Study on the Source and Discovery of Social Opportunities - Entrepreneurial Opportunity Evaluation: A Discrete Choice Analysis of Financial and Social Entrepreneurial Opportunity Attributes - Modelling the Social Venturing Process

## **BLOCK –V: STRATEGY**

Understanding competitive environment - Assessing strengths and weakness - Cooperative strategy: Building networks, partnership and alliance - Leading, retaining and rewarding people entrepreneurially. Identifying increased avenues for donor-investor / social enterprise partnership. Getting ready for the entrepreneurial donor's involvement. Challenges in maintaining donor investment. Ending charity – implications.

### **TEXT BOOKS:**

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications
3. Gopalkrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New Delhi, Routledge Taylor & Francis Group.
4. Kaliyamoorthy and Chandrasekhar (Eds:2007), Entrepreneurial Training: Theory and Practice, New Delhi, Kanishka Publishers.
5. Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.

### **REFERENCE BOOKS:**

1. Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications
2. International Journal of Managing Value and Supply Chains (IJMVSC) Vol.4, No. 3, September 2013 <http://airccse.org/journal/mvsc/papers/4313ijmvsc05.pdf>
3. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.
4. Roy Rajeev (2011), Entrepreneurship (ed.2), New Delhi, Oxford University Press

### **WEBSITES:**

1. <https://www.managementstudyguide.com/social-entrepreneurship.htm>
2. <https://blog.hubspot.com/sales/social-entrepreneurship>
3. <https://ijesc.org/upload/8e5f0923dc0e3988cd00b8f8be2aaeb8c.Social%20Entrepreneurship%20in%20India%20Opportunities%20and%20Challenges.pdf>

### **WEB SOURCES:**

1. <https://www.slideshare.net/NikhilHarshavardhan/social-entrepreneurship-76009455>
2. <https://www.slideshare.net/iaemedu/social-entrepreneurship-in-indian-scenario>

### **Course Outcomes:**

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

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|---|
| <p>COC 1: Understanding how entrepreneurship lies at the interaction of the field of entrepreneurship and social change.</p> <p>COC 2: Evaluate different theories of entrepreneurship and the characteristics of entrepreneurs.</p> <p>COC 3: Analyze key issues regarding the management of a entrepreneurial organization.</p> <p>COC 4: Evaluating the opportunities for social entrepreneurs</p> <p>COC 5: Understand the role social entrepreneurship plays in addressing complex social and environmental problems</p> |
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<b>Programme</b>	:	<b>M.B.A</b>
<b>Year/Semester</b>	:	<b>Second Year / Fourth Semester</b>
<b>Course Title</b>	:	<b>Universal Human Values</b>
<b>Course Code</b>	:	<b>DCMBA43</b>
<b>No. of Credit</b>	:	<b>4</b>

### **Course Objectives:**

CO 1: To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.

CO 2: To help students initiate a process of dialog within themselves to know what they 'really want to be' in their life and profession

CO 3: To help students understand the meaning of happiness and prosperity for a human being.

CO 4: To facilitate the students to understand harmony at all the levels of human living, and live accordingly.

CO 5: To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life.

### **BLOCK I NEED FOR VALUE**

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration—what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

### **BLOCK II UNDERSTANDING SELF**

Understanding human being as a co-existence of the sentient 'I' and the material 'Body', Understanding the needs of Self ('I') and 'Body' - Sukh and Suvridha, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I', Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

### **BLOCK III UNDERSTANDING HARMONY, RELATIONSHIPS**

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfilment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of

relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society Undivided Society (AkhandSamaj), Universal Order (SarvabhumiVyavastha ) - from family to world family!.

#### **BLOCK IV PERCEPTION OF HARMONY**

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Coexistence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

#### **BLOCK V ETHICS, UNIVERSAL ORDER**

Implications of the above Holistic Understanding of Harmony on Professional Ethics, Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in Professional Ethics

##### **Text Books:**

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.

##### **Reference Books:**

1. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA.
2. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
3. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth-Club of Rome's report, Universe Books.
5. A Nagraj, 1998, Jeevan Vidya EkParichay, Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
7. A N Tripathy, 2003, Human Values, New Age International Publishers.
8. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
9. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
10. M Govindarajan, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.

11. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
12. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

**Websites:**

1. <https://nptel.ac.in/courses/109/104/109104068/>

**Web Sources:**

1. <https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe-2-by-indrajeet-verma>

**Course Outcomes:**

COC 1: Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society

COC 2: Differentiate between the Self and the Body, understand the meaning of Harmony in the Self the Coexistence of Self and Body.

COC 3: Evaluate the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society

COC 4: Reflect the harmony in nature and existence, and work out their mutually fulfilling participation in nature.

COC 5: Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.