

**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA
ROURKELA**



Academic Rules & Regulations



FOR B.TECH/B.PHARM/B.ARCH/MCA/MBA PROGRAMMES

1.0 Duration of Curriculum and Calendar

- 1.1** Each year shall be divided into two Semesters-Autumn Semester (July to December) and Spring Semester (January to June). The Autumn semester shall ordinarily begin in July for students already on rolls and the Spring semester shall ordinarily begin in January. However, the first semester (autumn, for newly admitted students) may begin a little later depending on completion of admission process and formalities. The number of teaching weeks in each semester shall be fifteen to eighteen with a minimum of 90 teaching days excluding the period of examination.
- 1.2** Each year the University shall draw out a calendar of academic and associated activities, which shall be adhered to. The same is non-negotiable. Details of curricula and syllabi shall be as decided by the Academic Council with provision for modification from time to time as per the needs of the specializations concerned.
- 1.3 Duration:** The duration of the programme shall be governed by the regulations of AICTE that may change from time to time. As per the prevailing regulations, B.Tech programme is Four years (Eight Semesters), B.Pharm programme is Four years (Eight Semesters), B.Arch programme is Five years (Ten Semesters), MCA programme is of 3 years (Six Semesters) AND MBA programme is of 2 years (Four Semesters) duration. A weaker student can complete a four year programme in not more than seven years, a five years programme in not more than eight years, a three years programme not more than 5 years and a two years programme not more than 4 years.

2.0 Eligibility for Admission:

- 2.1** Admissions to different courses of the University shall be based on criteria decided by the Academic Council of the University in accordance with the stipulations of AICTE / UGC, modified as necessary.

There shall be provision for direct admission for a limited number of NRI / FN students. Details of criteria for admission shall be as per provisions of the rules formulated for the purpose.

- 2.2** Physically handicapped Candidates shall be required to satisfy the prescribed medical fitness norms.
- 2.3** Admissions shall ordinarily close on a specified date before commencement of the first semester instruction through a



notification/academic calendar.

- 2.4
- Candidates shall have to register as bona fide students with the University as per University regulations before commencement of instruction in First Semester and for Later a len try students in Third Semester.
 - A student is allowed to attend classes only for those subjects that he/she has registered in a semester.
 - A student, who has been promoted with a backlog, has to first register for the backlog subject(s) if the same is being offered in a semester.
- 2.5 Any student pursuing B.Tech programme, may be allowed a change of branch in an institution / college after completion of course requirements for the first (autumn) and second (spring) semesters of the first year programme, subject to availability of seats in a programme. The selection shall be on the basis of merit, assessed through the combined results of the first and second semester re examinations declared in the form of Cumulative Grade Point Average (CGPA) at the end of the first year which should be 8.50 or more. This is an incentive to meritorious students.

Only such students who have cleared all examination items of both the semesters **in first attempt**, in examinations held during academic session of his / her first admission to the course shall be qualified to apply for a change of branch. Change of branch may be accorded subject to the condition that the consequent total student strength in the 'gainer' programme shall not exceed by 10% of the approved seats and the net student strength in the loser programme shall not deplete by more than 10% of the actual student strength existing on the rolls prior to the change during the process.

An institution deciding to award benefit of branch change shall constitute a committee (Branch Change Committee) with the Principal as its Chairman. The committee shall invite options from the students. The committee will prepare a merit list based on CGPA and allot change of branch in order of their preferences. Institutional decision on the matter shall be final. The college shall intimate the decision on branch change within seven calendar days starting of the semester.

- 2.6 The change of branch facility shall not be available to students of B.Pharm, B.Arch and B.HMCT courses.



Clause 2.7 (Inter College Transfer) of the Academic Regulations

- (a) Under **Extraordinary Circumstances** (closure of a college/closure of a branch/withdrawal of recognition/affiliation by AICTE/University) the University may transfer students from one Constituent/ affiliated institution/college to another Constituent/affiliated institution/college in the same programme at any point of time during the continuation of the programme. The application form for Inter College Transfer (Form.No.ACA-12) duly filled in by the student(s) and complete in every respect should be forwarded to the University through Principal/Director of existing college for further consideration at the University level.
- (b) Besides above, in the beginning of the academic session five students per year per branch of B.Tech programme and five students per year per programmes (B.Pharm/ MBA/ MCA) may be allowed for Inter- college transfer from one affiliated institution/ college (Private) to another affiliated institution/college (Private) in the same discipline/programme on Medical Ground subject to the consent and production of NOC from the Principal/Director of both the colleges. No student from one Government college to another Government college shall be allowed to transfer unless it is a rarest of the rare case. Under no circumstances, the Inter-college transfer within the city & within 50 kilometer distance shall be allowed.

The Inter-college transfer is not allowed in the first year / year of admission. Further, Inter College Transfer from one affiliated college to a Constituent college or vice-versa is not allowed at any point of time. The application form for Inter College Transfer (Form No. ACA- 12) duly filled in by the student and complete in every respect should be forwarded to the University through Principal/Director of existing college/institution.

All such applications for Inter-college transfer on Medical Ground with required documents received by the University during the start of the Academic Session shall be referred to a Medical Board, OJEE for verification of their illness. The cases so referred by Medical Board shall be placed thereafter before the Board of Management for necessary approval. Based on approval of the Board, the students may be allowed for Inter-college transfer. Such students shall have to take admission in the new college by adhering to the fee structure of that college. The concerned Principal/Director of the respective colleges shall inform the University immediately regarding such transferred cases for cancellation of old registration card and issue of new registration card in favour of the student as per rules.

3.0 Subject-wise Registration and Eligibility to Appear at Examinations.

- 3.1** All Registered Students of the University have to register for each of the subjects they are required to study before commencement of a semester. Except in the first semester, where a student is automatically registered for all subjects of the semester, a student has to apply to the University in a specified format for subject-wise registration for the term with prescribed fees through his/her college principal. The same will be scrutinized and registration confirmation will be given by the



college.

- 3.2** A student who has been promoted with back log (XP) has to register first for the back log subjects being offered in the semester. During the course of study the students may register in any number of (2nd semester onwards) backlog (failed) subjects of their lower semesters; preference being given to lowest possible semester in addition to the prescribed subjects of that semester. During normal course of study a student may register the back log (failed) subjects of his / her branch of study of lower semester. After completing the final semester (B.Tech/B.Pharm/B.Arch/MCA), a student may register in any number of back log (failed) subjects or subjects (having requisite attendance) and attempt to clear them during appropriate semester examinations. The student once registered for a set of back log subjects cannot change them during the semester. If a student does not secure a pass grade in Laboratory. /Sessional subject, he/she has to clear the same as prescribed above.

Important Note: If minimum 10 students opt for a particular elective paper (in any semester) at the college level, then this paper should be offered at that college and those students would be allowed for registration of the same.

- 3.3** A student shall not be allowed to appear in the Semester examination (including Special Examination of that year) in those
Particular theory subjects where he/she has short age in attendance. He / She will be allowed to appear at the theory examinations in other subjects where he/she has no shortage in attendance.

The attendance shall be considered from the date of commencement of classes as per academic calendar of the university. The schedule of classes shall be notified through a Time Table before the beginning of the classes in the Semester. Attendance record must be compiled at the time of each class test and the students with poor attendance must be informed through notification. The guardian must also be informed through a letter, Letters must be issued to the student and the guardian before he/ she is debarred for appearing University examination due to shortage of attendance. University has to be informed about the percentage of attendance before starting of examination.



- 3.4** Concessions: A student who has been absent for short period on health ground or due to participation in cultural, sports, other academic/official assignments in the interest of the institution / College / University / government with prior written permission of the head of the institution / college shall be permitted a maximum of additional concession of 10% in attendance and would be eligible for appearing in examination with a minimum of 65% of attendance in a semester. No student shall be allowed to appear at University examination/Special Examination with shortage of attendance below 65% in any of the registered subjects.
- 3.5** A student shall be admitted to any examination in a subject only if he / she has registered for that subject and paid necessary registration and examination fees in the beginning of the semester.
- 3.6** A candidate shall be allowed in an End - Semester examination only after he / she is issued an Admit Card for the relevant examination by the College. The college shall obtain written clearance on eligibility from the University.
- 3.7** A student who is promoted to the next higher year with backlog in the previous year shall be permitted to appear at an examination for the back log subjects, provided he/she fulfills the conditions 3.3 to 3.6 above.
- 3.8** A student who has been absent on medical ground may be allowed to appear at an examination provided he/she has attended at least 65% of classes and (i) a medical board and (ii) the Principal, recommended for such relaxation.

4.0 Rules for examinations

4.1. Each discipline consists of the following four types of items:

- Theory Items
- Practical Items
- Sessional Items
- Project Items

The schedule of these items along with their credit points for each semester shall be as per rules formulated by the Academic Council from time to time.

4.2. At the end of each semester, there shall be an examination (here in after called end-semester examination) conducted by the University as per programme announced at the beginning of the semester.



each academic year.

- 4.3. Back paper examinations, if any, shall be held with the normal end semester examination.
- 4.4. Students with backlogs shall clear their backlog subjects along with regular students of lower semester(s) in subsequent year or in the same year if a subject is offered in both semesters.
- 4.5. There shall be Special examinations after the final semester examination for 3rd to final semester subjects. Students who have gone through the final semester examinations are eligible to appear at the Special examinations. Students who have appeared at the semester examinations (3rd to final semester) and secured 'F' grade in the subjects, are eligible to avail this opportunity to clear these subjects. Students, after completing of final semester examination, can register in any number of subjects (failed) for the Special Examinations. The Special Examination will start after 30th June every year.

[There shall be no Re-Totalling / Re-Checking for any subject of the Special Examination]

- 4.6. Students who have secured 'M' or 'S' Grade in any subject(s) are not eligible to appear Special Examinations. However, such students can appear at the Regular Semester Examinations to clear such subjects and if they fail they can appear at the next Special Examinations.
- 4.7. The colleges may arrange for special classes, tutorials etc. for such failed students to make up their deficiencies at least for 2 to 4 weeks during May and June.
- 4.8. The Special examination shall be held only at selected centres.

5.0 Declaration of Result and Promotions

5.1 In order to pass a programme/course a candidate must secure at least Pass Grade in each of the Theory, Practical, Project, Seminar, Sessional and Viva Voce items and maintain a minimum level of overall performance as specified in the Clause 7.3.

5.2 The promotional status between two consecutive semesters and /or two consecutive levels/ years shall be indicated on the Semester Results as detail below:

- A. Passed and Promoted (denoted by P) indicating that
 - The candidate has cleared every registered course item of both odd and even semester of the academic year.
 - He/ She has no back log from lower levels.



- He/She has secured CGPA of 6.0 or more.
- B. Eligible for Promotion with backlogs (denoted by XP) indicating that

The candidate is eligible for promotion with backlog (XP) in the following situation:

For promotion from 1st year to 2nd year:

A student at the end of the first year (inclusive of first and second semesters) having a minimum of CGPA of

4.50 is eligible for promotion to the Second year, regardless of the number of failed subjects except candidate under Clause-D.

A student (at the end of first year) with a CGPA of less than 4.50 may choose to quit; or pursue studies after registering as a fresh student in the First year. If such a student in the new 1st year once again fails to secure a CGPA of at least 4.50 at the end of the new First Year, he/she has to quit the BPUT system.

▶ **For promotion from 2nd year to 3rd year:**

All students of second year (after 4th semester) are eligible for promotion to 3rd year except candidates under Clause-D.

▶ **For promotion from 3rd year to 4th year:**

All students of third year (after 6th semester) are eligible for promotion to 4th year except candidates under Clause-D.

▶ **For promotion from 4th year to 5th year (Only for B.Arch Programme):**

All students of fourth year (after 8th semester) are eligible for promotion to 5th year except candidates under Clause-D.

Important Note: The SGPA of the lower semester(s) of XP category students after clearing their backlog subjects would be updated. This updated SGPA would be considered for their promotion in the 1st year.

- C. The candidate is eligible for promotion to next higher level (year / semester) if (i) he / she has registered for all the subjects for any semester AND (ii) he /she has appeared in the semester examination in at least 3 (three) theory subjects of the regular semester AND (iii) he/she has attended at least 2 (two) lab/practical/sessional



N.B.: All the above three conditions have to be satisfied for promotion to the next higher semester/year.

D. Not Eligible for Promotion(denoted by X) indicating that

The student is NOT eligible for promotion to the next higher level as she/he has not fulfilled the stipulated requirements defined under the provisions, stated above under Clause 'A', 'B' and 'C' for promotion.

Important Note: The 'X' category students as well as those who do not want to be promoted and who are otherwise eligible to continue in the BPUT system, are required to re-register for that year. They are required to register in all the back logs (failed/not appeared) subjects of both the semesters of that year except 1st year.

E. Registration for students under Clause-C

The students, who are NOT eligible for promotion are to register and appear at the back paper subjects except 1st year.

If he/she does not have 75% attendance in a subject, he/she has to attend the classes in those subjects and to fulfill Clause-3.3 to become eligible for appearing the examination.

This regulation is applicable to all programmes of duration three years and more.

- 5.3** A candidate shall be eligible for promotion to the next higher level/year if he/she satisfies the conditions laid down under the rules formulated by the Academic Council.
- 5.4** Candidates declare eligible for promotion to the next level without clearing all course items of earlier semesters individually shall have to apply for permission for admission to the higher level and obtain the same from the director/principal of concerned institution before registration.
- 5.5** The University shall publish a list of all successful candidates of each of the semester examinations within the date prescribed in



academic calendar.

- 5.6** The overall performance of a successful candidate for the award of a degree shall be based on the combined results of all the examinations of the concerned programme.
- 5.7** A student's level of competence shall be categorized in accordance with the Cumulative Grade Point Average.

6.0 Grading System

- 6.1** A letter grading system shall be followed in the University. The uniform Grading System to be followed for all Academic Programmes (except Ph.D. and D.Sc) shall be as described below:

A Nine Point grading system on base of 10 shall be followed in the University. Categorization of these grades and their correlation shall be as under:



Qualification	Grade	Score on 100 Percentage Points	Point
Outstanding	'O'	90 & above upto 100	10
Excellent	'E'	80 & above but less than 90	9
Very Good	'A'	70 & above but less than 80	8
Good	'B'	60 & above but less than 70	7
Fair	'C'	50 & above but less than 60	6
Below Average	'D'	37 & above but less than 50	5
Failed	'F'	Below 37	2
Malpractice	'M'	-	0
Absent	'S'	-	0

Grade-sheet would be issued year-wise to students who have cleared all the subjects as per syllabus of the lower semesters.

N.B. Grade C shall be considered as average, Grade D shall be pass Grade for theory and Grade C shall be Pass Grade for Practical / Sessional / Project / Seminar / Viva - Voce.

6.2 A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

SGPA - Semester grade point average.

CGPA - Cumulative grade point average.

It shall be the basis of judging his / her overall competence in the course.

6.3 Definition of terms:

- a) POINT - Integer equivalent each letter grade.
- b) CREDIT - Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.
- c) CREDIT POINT - (b) x (a) for each course item.
- d) CREDIT INDEX - \sum CREDIT POINT of course items in a Semester
- e) GRADE POINT - $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA)

$$\text{SGPA} = \frac{\text{CREDIT INDEX}}{\sum \text{CREDITS for a Semester}}$$

CUMULATIVE GRADE POINT AVERAGE (CGPA)

$$\text{CGPA} = \frac{\sum \text{CREDIT INDEX of all Previous Semester}}{\sum \text{CREDITS of all Previous Semester}} \text{ upto a Semester}$$



- b) CREDIT - Integer signifying the relative emphasis Of individual course item(s) in a semester as indicated by the Course structure and syllabus.
- c) CREDITPOINT - (b) x (a) for each course item.
- d) CREDITINDEX -
- e) GRADEPOINT -

SEMESTER GRADE POINT AVERAGE (SGPA) SGPA-

CUMULATIVE GRADE POINT AVERAGE (CGPA) CGPA -

7.0 Requirements for Award of Degree:

There shall be no class/division awarded to a student either at Semester or degree level.

7.1. Eligibility for Award of Degree

A candidate will be eligible for award of B.Tech/B.Arch/B.Pharm degree if he/she satisfies all the following conditions:

- (a) Has cleared (minimum pass grade) in all subjects and obtained requisite number of credit points prescribed for his/her branch of study (see#7.3below).
- (b) Has secured a minimum Cumulative Grade Point Average (CGPA) of 6.0 (see#6.3forclaculation of CGPA).
- (c) Obtained at least satisfactory grade (C) in NCC / NSS /Games/Sports/Music/Drama/Debate/Quiz/Yoga.

7.2. Skipping (of Subjects) for Award of Degree

A student has to obtain minimum credit points in the various categories of subjects as shown under the item#7.3 below.

If a student has accumulated more credits beyond the minimum in a category and intends to skip a subject (in which he / she has failed or not appeared), he/she has to make a form an application through the college to the University after completion of the **Final Semester**. Such a subject, which he / she has chosen to skip shall not appear in the Grade Sheet issued by the University.



7.3 Subject Categories and Range of Credits to be Obtained

(a) B.Tech Degree Programme

Subject Category	Required Range of Credits		
Basic Science	30	-	35
Basic Engineering	40	-	45
Professional Core	45	-	55
Professional Electives	25	-	30
Free Elective	20	-	25
Humanities & Management	25	-	30
Project	10	-	10
Comprehensive Viva-Voce	5	-	5
Total Credits for Degree	200	-	235

*Pass grade is Din Theory and C in all other items.

(b) B.Pharm Degree Programme

Subject Category	Required Range of Credits		
Basic Sciences	30	-	32
Basic Engineering	10	-	12
Humanities and Management	9	-	12
Professional Core	120	-	125
Professional Elective	16	-	19
Project	10	-	10
Comprehensive Viva-Voce	5	-	5
Total Credit for Degree	200	-	210

*Pass grade is Din Theory and C in all other items.

(c) B.Arch Degree Programme

Subject Category	Required Range of Credits		
Basic Sciences	8	-	8
Basic Engineering	48	-	48
Humanities and Management	15	-	15
Professional Core	125	-	130
Professional Electives	20	-	25
Practical Training	20	-	20
Project	10	-	10
Comprehensive Viva-Voce	4	-	4
Total Credit for Degree	250	-	260

*Pass grade is Din Theory and C in all other items.



7.4. Disqualification for Award of Degree

Students who have been convicted by any cognizable offence (s) shall be debarred from receiving degrees.

7.5. Criteria for Award of Gold Medals

- (a) The best graduate / university gold medal winner will be selected based on the highest Cumulative Grade Point Average secured by the graduate passing out in the academic year of BPUT.
- (b) For award of gold medal / scholarships etc, more than one candidates may be declared Joint Winner if they have same CGPA.
- (c) Candidate securing less than 8.50 CGPA will not be considered for award of Gold Medal.
- (d) Student appearing for Special Examination shall not be considered for award of Gold Medal.
- (e) For branches in which the syllabi are same (i.e. ETC and EC, AE & I and I&E) shall be considered jointly.

8.0 Examinations:

The University shall have continuous evaluation system for each theory, practical, sessional, design and project papers.

8.1 Theory Papers

- (a) A theory paper will have 150 percentage points. The weight age for three class tests and the end semester examinations will be as follows:

• Class Test-I of one hour duration	=	15 percentage points.
• Class Test-II of one hour duration	=	15 percentage points.
• Quiz, Assignment	=	20 percentage points.
• End Semester Examination of	=	100 percentage points.
Three hours duration.		
Total		150 percentage points.
- (b) The syllabus for each theory paper will have 3(4) modules. The two class tests will be nearly equi-spaced in Academic Calendar. The end semester examination is comprehensive and will cover all modules. The academic calendar will specify the examination period for all Class tests and the end semester examination.
- (c) The class Tests will be conducted at the college level in the Scheduled week and the corrected papers have to be shown to the students within seven calendar days. The score out of 15 percentage points shall be sent to the University and informed to the students.
- (d) There is no compulsory Class Test. If a candidate misses



a Class Test due to medical reasons, the candidate will make an application to the college. The college will then constitute a medical board with a doctor not below the rank

of a CDMO to examine if the illness was serious enough to compel him / her to abstain from appearing at the test. Medical board report with their commendation of the Principal shall be sent to the University for consideration of compensating test/award of percentage points. The University shall constitute a committee to recommend the action for each case. If the committee recommends compensatory percentage points, it will be the average of the other two tests.

- (e) Any student securing less than 12 (internal) marks in the class tests has obtained overall 'F' grade in the subject may be allowed to repeat the internal tests at the college level during the corresponding semester of the subsequent year. The revised marks from the colleges would replace the old class test marks. However, his total internal marks will be restricted to 12 out of 30 in the repeat tests or actual mark if his / her total mark is less than 12. For this repeat test only one chance would be given. These revised marks shall be communicated to the University prior to start of respective University level regular examination.
- (f) A candidate is deemed to clear(Pass)a theory paper if he /she secures:
 - (1) A minimum of 25 percentage points in the End Semester examination,(i.e outof70),and
 - (2) A minimum of 35 percentage points in the End Semester examination (i.e outof100).

8.2 Practical Papers

- (a) The syllabus of a practical paper shall specify the number of practical/experiments (works) to be done in a semester.
- (b) A practical paper shall have 100 percentage points.
- (c) Each practical / experiment (work) shall have equal percentage point as its weightage.
- (d) A practical paper shall have 2, 3 and 6 contact hours/week for 1, 2 and 4 credit papers respectively. Time Table must provide for such contact hours.
- (e) A practical experiment (work) and its evaluation shall be completed in all respects within the allotted hours.
A practical experiment (work) will be evaluated by an External Examiner appointed by BPUT, based on the following components. The relative weightage of the components are also given below.



- Experiment (work) planning and execution 20
- Results and interpretation 30
- Report 30
- Understanding on the theory related to experiment 20

Total 100

- (f) A candidate has to be informed about the score at the end of a Practical class. The Score shall be sent to the University on the same day.
- (g) The teacher concerned with a practical class shall maintain the reports of the candidates together with the score on each experiment giving the reasons for awarding either very high score(90 percent or above) and low score(30 percent and less).
- (h) A candidate shall clear a Practical Paper if his / her score in the paper is minimum of 50 percentage points.
- (i) College can arrange a compensatory practical class for a student who misses an experiment only on medical ground. Such a compensatory experiment has to be arranged within two weeks of his/her missing a practical class.
- (j) Any student securing less than 50 marks ('F' grade) in practical may be allowed to repeat the practical in the corresponding semester of the subsequent year. This will be limited to only one chance.

The score for the compensatory test shall be sent to the University giving reference to the original practical date that the student has missed.

8.3 Sessional Papers

- (a) Sessional paper will carry 100 percentage points.
- (b) The syllabus shall prescribe the number of jobs and specific tasks to be performed in each job. All jobs in a sessional shall have more or less or same allotted contact hours and equal weight age.
- (c) A sessional job has to be evaluated based on the following considerations.
- Quality of job 50points
 - Understanding of the job and related theory 30 points
 - Quality of report and Viva-Voce 20points
- (d) Each sessional work is to be completed during allotted hours in the class itself.
- (e) No sessional work scan be done at home/hostel.



- (f) At the end of each sessional work, the evaluation will be done. The student is to be shown the score and told about weaknesses (if any).
- (g) At the end of each sessional the marks are to be sent to the University.
- (h) If a student misses up to 35 percent of allotted sessional hours for a job on health ground, he / she may make an application to the Principal along with a medical certificate. A committee constituted by the Principal may consider the application and the student may be allowed compensatory classes to complete the sessional work beyond the regular allotted hours.
- (i) The teacher concerned shall maintain all records of the sessional work at least for a semester for inspection by the University.
- (j) A candidate shall clear (Pass) a Sessional Paper if he / she scores minimum of 50 percentage points.
- (k) Any student securing less than 50 marks ('F' grade) in sessional may be allowed to repeat the sessional in the corresponding semester of the subsequent year. This will be limited to only one chance.

8.4 Project Item

- (a) A Project Item shall carry 100 percentage points.
- (b) Each candidate shall do a project under the supervision of a Supervisor. There could be a Co-Supervisor if the project is inter disciplinary in nature. For an Industry based project, the Co-Supervisor could be from concerned Industry. Project could be Theoretical/Practical/Design oriented.
- (c) Evaluation of the Project
 - (i) Evaluation of a major / minor project will be done on following points.

• Understanding the relevance,	10points
• scope and dimension of the project	
• Relation to literature/application	10points
• Methodology	10points
• Quality of Analysis and Results	10points
• Interpretations and Conclusions	20points
• Report	20points
• Defence	20points
	100points
 - (ii) The evaluation shall be done by a Committee of teachers where the Project Supervisor shall be a member. His evaluation shall carry 50 per



Weight age. The other members shall have 50percentage weightage. For major project, an external expert shall be involved.

- (iii) Minimum score for a Pass in Project item is 50 percentage points.
- (iv) The Chairman of the Committee shall forward the score within the prescribed date to the University. He / She shall also maintain all records for inspection by the University for atleast a semester. He/She shall submit a copy to the Principal for records.

8.5 Seminar Item

Seminar performance will be evaluated by a committee of Teachers. It will have the following components.

- | | |
|---|-----------|
| (a) Quality of Material | 30points |
| (b) Quality of Presentation | 30points |
| (c) Quality and extent of response
from other students | 20 points |
| (d) Participation in other
Presentations | 20 points |

100points

A candidate has to not only give his / her seminar, but also must attend at least 75 percent of seminars given by other students. The Chairman of the Committee shall forward the score within the prescribed date to the University.

He / She shall also preserve all records for inspection by the University for at least a semester. He/She shall submit a copy to the Principal for records.

Minimum score for a Pass in Seminar item shall be 50 percentage points.

Any student securing less than 50 marks ('F' grade) in seminar may be allowed to repeat the seminar in the corresponding semester of the subsequent year. This will be limited to only one chance.

8.6 Comprehensive Viva-Voce Item

- (a) This shall be done by a Committee of Teachers with participation of an External Expert from an Institution /Industry of repute.
- (b) The Chairman of the Committee shall forward the score within the prescribed date to the University. He/She shall Also maintain all records for inspection by the University for at least a semester. He / She shall submit a copy of the score to the Principal for records.
- (c) Minimum score for a Pass in Viva - Voce is 50 percentage points.



8.7 Evaluation Responsibility

- (a) The teacher imparting instruction is solely responsible for evaluation of Class Tests, Practical and Sessional works. He /She is also responsible for maintaining all records to justify his/her evaluation scheme and score thereof.
- (b) Neither the Principal nor the Management shall have right to change the score assigned by a teacher. However, if the Principal is convinced that the scores assigned by a teacher are biased, he / she shall appoint a committee where the teacher concerned will be a member for review. The decision of the committee shall be final and binding. The decision with the revised score shall be sent to the University for Necessary Action.
- (c) A copy of the score assigned for each Class Test, Practical and Sessional work shall be submitted to the Principal for records, and the same will be sent directly by the teacher concerned to the University.

8.8 Disciplinary Actions (Examinations)

- (1) A student found resorting to malpractice (copying etc.) in the examination hall during University Examination as reported by the Invigilator/Supervisor/Squad Member
- Will be awarded "M" grade having 0 (zero) Grade Point in that paper and he / she will be warned by the university with a copy to the parents / guardians or a notice in the official website of the University.
- (2) A student adopting malpractice and showing an in disciplined behavior in the examination hall
- Will be awarded "M" grade having 0 (zero) Grade Point
In that paper and he/she will be warned by the university with a copy to the parents / guardians or a notice in the official website of the University.
 - Shall have to bear a fine of Rs. 2000.00.
- (3) A student found adopting malpractice in more than one papers in a Semester/Trimester/Special examination



- Will be awarded "M" Grade with 0 (zero) Grade Point in all the papers of that Semester/Trimester/Special Examination; he/she will be warned by the university with a copy to the parents / guardians or a notice in the official website of the University.
- (4) A student adopting malpractice (as defined in earlier clauses) once again in the subsequent semester examination in spite of the warning issued previously
- Will be awarded "M" grade having 0 (zero) Grade Point in all the papers of that Examination and will be expelled from the College for one year.
- (5) A student found violating the Examination Code of Conduct [which includes:
- ▶ Use of program able calculators, mobile phones (even in switch off mode), document or any electronic devices having memory chips.
 - ▶ Leaving the Examination Hall within the first hour from the commencement of the examination.
 - ▶ Talking to other examinees in the Examination Hall.
 - ▶ Trying to give any help to others or trying to seek any help from others inside or outside the Examination Hall.]
- Will be expelled from the Examination in that paper and will be awarded "M" grade having 0 (zero) Grade Point in that paper; he/she will be warned by the university with a copy to the parents / guardians or a notice in the official website of the University.
 - A student found repeating the "Violation of Code of Conduct" will be awarded "M" grade with 0 (zero) Grade Point in all the papers of that semester and will not be permitted to appear at the subsequent examinations of that semester.
- (6) A student indulging in the misconduct in the Examination hall
- [Which includes:
- ▶ Using question papers and/or answer scripts for communicating with fellow examinee.
 - ▶ Exchange of question paper and answer scripts (with other examinees/outside),
 - ▶ Writing answers in question papers.
 - ▶ Writing obscene or filthy language in answer scripts
 - ▶ Writing derogatory remarks



- ▶ Any remarks, requests or irrelevant issues in answer scripts.]
 - Will be awarded "M" grade having 0(zero) Grade Point in all the papers of that Examination and will be expelled from the College for one year.
- (7) Any student found man-handling/threatening the officers / Staff connected with the examinations (Invigilator, Center Superintendent, Supervisors, Principal, Members of flying squad, etc.)
- Will be awarded "M" grade having 0 (zero) Grade Point in all the papers of that Examination and will be expelled from the College for one year.
 - Other disciplinary actions as deemed fit (including FIR to police) would be initiated by the University /college.
- (8) Any student found damaging the property of the staff /officers/institution connected with the examinations
- Will be awarded "M" grade having 0 (zero) Grade Point in all the paper of that Examination and will be expelled from the College for one year.
 - Will be obliged to provide compensation for the damage as assessed by the college / university or individual as the case maybe.

9.0 Time Table for Instructions.

Each constituent/affiliated college has to prepare Timetable for the subjects (Theory, Practical and Sessional) being offered in a semester at least 15 calendar days before the course wise registration of students to that semester. The time table must also mention the teacher who is handling a subject. If the subject is handled in more than one section, the names of the teachers handling all the sections should be given. Each constituent / affiliated college shall have to submit Time Table at least 10 calendar days before registration.

10.0 Registration of Teachers

- (a) Each regular faculty engaged in teaching of a theory paper, supervision of Practical, Sessional and Project work shall be registered teacher of the University.
- (b) A teacher of a constituent/affiliated college of the University has to get himself/herself registered in the University before he /she handles the formal instruction. The college shall forward the registration form in prescribed format with necessary fees to the University.



- (c) Only a registered teacher of the University shall be permitted to get involved in teaching, invigilation, examination and evaluation processes.
- (d) The University reserves the rights to cancel the registration of a teacher, if the performance of a teacher is found to be unsatisfactory and his/her conduct is unbecoming of a teacher without assigning any reason for the action.

11.0 Academic Rules

- (1) Rules for Change of Name/Surname
 - i. The application in the prescribed format for change of name/surname shall be considered provided that proposed change in name or surname is
 - (a) Notified in the Government Gazette.
 - (b) Published in the news papers after swearing before 1st class Magistrate and original High School certificate and Council Certificate are corrected accordingly.
 - ii. The application in prescribed form at shall have to be forwarded through the Principal of the concerned college along with following documents.
 - (a) Original Certificate / Original Mark sheet along with certified copies of the said original certificate as mentioned in the application form duly corrected.
 - (b) Original clipping of the Gazette publication.
 - (c) Original clipping of the News Papers of Orissa State in which name/change of surname so published.
 - (d) Original affidavit swearing before the 1st class Magistrate, where in change in surname has been made.
 - (e) Prescribed fee in shape of Bank Draft in favour of the University.
 - (f) After due verification of all documents and necessary approval of the Vice Chancellor the change of name/surname shall be notified by the University through the Registrar.
- (2) Rules for Correction of Name in Degree Certificate
 - (a) Application shall be forwarded by the Principal/ Director of the respective college specifying the Corrected name and name appears in the final Certificate/grade sheet.
 - (b) The application shall be closed with the at tested copies of the HSC and CHSC certificate/mark sheet.
 - (c) Prescribed fee in shape of Bank Draft in favour of the University shall be deposited with the application form.
 - (c) After due verification of all documents and necessary approval of the Director Examination a corrigendum shall be issued.
 - (d) The necessary correction be made in the academic record.



- and a fresh certificate shall be issued within 15 calendar days.
- (3) Rules for Lost/Damaged of Degree certificate/Transcripts
- (a) Application shall be forwarded by the Principal/ Director of the respective college specifying the reason for loss/damage of degree Certificate/transcripts.
 - (b) The application shall be accompanied by the Original FIR of Police Station where the degree certificate has lost/damaged.
 - (c) Original affidavits wearing before the 1st class Magistrate.
 - (d) Original clipping of the News Papers (at least in 2) of Orissa State in which Loss/damage so published.
 - (e) Prescribed fee in shape of Bank Draft in favour of the University shall be deposited with the application.
 - (f) After due verification of all documents and necessary approval of the Director Examination, Duplicate Certificate will be issued within 15 calendar days.
- (4) Rules for Migration Certificate
- (a) Application shall be forwarded by the Principal/ Director of the respective college specifying the reason for issuance of Migration Certificate.
 - (b) The application shall be accompanied by the Original Registration Card issued by the respective University.
 - (c) Prescribed fee in shape of Bank Draft in favour of the University is to be deposited with the application form.
 - (f) After due verification of all documents and necessary approval of the Registrar Migration Certificate will be issued within 15 calendar days.

12.0 (a) Re-Totalling/Re-Checking:

A student may apply through his/her college for Re-totalling/Re-checking of a paper within 30 calendar days from the date of publication of the results in each Semester. However, evaluation be done for un-evaluated questions, if any. This facility is, however, not available for special examinations.

(b) Photocopy of Answer Scripts:

A student may apply for photo copy of Answer Scripts through his / her college within 30 calendar days from the date of publication of the results in each Semester. The Re-Checking is a pre-condition for supply of photocopy.

The college shall forward the application along with requisite fee (Rs.200/- for Re-Checking and Rs.60/- for photocopy) within 30 calendar days from the date of publication of the results in each Semester. The Photocopy of re-checked answer scripts will be sent to the respective college within a minimum period of 3 (Three) months from the last date of receipt of application for distribution



among the respective students. No student shall be entertained for any enquiry pertaining to the above process at the University level.

(c) Grade Sheet

At the end of each year, a Grade sheet shall be made available to each student as per Clause 6.1. However, if a student requires additional copies, he / she should apply through the college with prescribed fees.

(d) Duplicate University Registration Card

A Student is issued University Registration Card at the time of counseling and admission. University Registration number continues to be his/her Registration number for all examinations during his / her tenure of study. This card is also essential for admission of the student to a college and his / her eligibility to attend classes in a college. This is an IMPORTANT document and the student must possess it throughout his / her course at the University.

In the event of a student losing his / her University Registration Card, he / she should immediately lodge a FIR in the nearest Police Station. He / She should apply through the College for issue of duplicate Registration Card with a prescribed fee. The application in plain paper must accompany a copy of FIR and prescribed fee and the same should be sent to The Registrar, BijuPatnaik University of Technology by Speed Post/Registered Post.

PERSCRIBEDFEES

Sl. No.	Description of Items	Fee
1.	Duplicate Registration Card	100/-
2.	Migration Certificate	100/-
3.	Duplicate/Additional Grade Sheet per year	100/-
4.	Correction/Change of Name in Degree Certificate	200/-
5.	Duplicate Degree Certificate	500/-

Sd/-

**Vice-Chancellor
Chairman, Academic Council**



**FOR ADMISSION BATCH 2024-25
MASTER OF BUSINESS ADMINISTRATION
FIRST YEAR (FIRST SEMESTER)**

Sl. No.	Category	Course Code	Course	Contact Hrs. L-T-P	Credit	University Marks	Internal Evaluation
Subject							
1.	PC	MBPC1001	Management Principles & Organizational Behaviour (MPOB)	3-0-0	3	100	50
2.	PC	MBPC1002	Marketing Management	3-0-0	3	100	50
3.	PC	MBPC1003	Financial Accounting and Analysis	3-0-0	3	100	50
4.	EV	MBEV1001	Managerial Economics	3-0-0	3	100	50
5.	QT	MBQT1001	Quantitative Techniques	3-0-0	3	100	50
6.	EV	MBEV1002	Business Communication	3-0-0	3	100	50
7.	EV	MBEV1003	Universal Human Values, Ethics and Environment	3-0-0	3	100	50
8.	EV	MBEV1004	Entrepreneurship & Legal environment	3-0-0	3	100	50
9.	PC	MBPC1201	IT Skills for Managers	0-0-2	2	-	100
10.	EV	MBEV1005	Management Lessons from Ancient India	2-0-0	2	100	50
11.	EV	MBEV1201	Business Communication Lab	0-0-1	1	-	100
Total				26-0-3	29	900	650

FIRST YEAR (SECOND SEMESTER)

Sl. No.	Category	Course Code	Course	Contact Hrs. L-T-P	Credit	University Marks	Internal Evaluation
Subject							
1.	PC	MBPC1004	Corporate Finance	3-0-0	3	100	50
2.	PC	MBPC1005	Cost and Management Accounting	3-0-0	3	100	50
3.	PC	MBPC1006	Human Resources Management	3-0-0	3	100	50
4.	QT	MBQT1002	Business Research	3-0-0	3	100	50
5.	PC	MBPC1007	Operations Management	3-0-0	3	100	50
6.	PC	MBPC1008	Business Analytics	3-0-0	3	100	50
7.	PC	MBPC1009	Management Information System	3-0-0	3	100	50
8.	PC	MBPC1010	Strategic Management	3-0-0	3	100	50
9.	EV	MBEV1202	Health & Wellness	0-0-1	1	-	100
10.	PC	MBPC1011	Introduction to AI	2-0-0	2	100	50
Total				26-0-3	22	900	450

Note: Click here to view/download the syllabus of the subjects.

**MBPC1001 MANAGEMENT PRINCIPLES & ORGANIZATIONAL BEHAVIOUR
(MPOB) (3-0-0)**

Course Objectives:

1. To introduce the students with the fundamentals of management and its processes.
2. To facilitate the students in understanding individual, group behavior and organizational culture and climate impacting learning organisation.

Module-I: Foundations of Management

Introduction to Management and Administration, Evolution of Management, Management Levels; Managerial Roles and Skills; Management Functions: Planning, Organising, Staffing, Directing and Controlling, Management Process, Decision Making, Contribution in the field of Management by Peter F. Drucker, Michel Porter, C.K. Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

Module-II: Organisational Behaviour- I

Introduction to Organization Behaviour, Nature, Scope, OB Model, Personality: Traits and types; Perception-Factors and Process, Employee Motivation - Values and attitude; Barriers to change attitude, Developing Emotional Intelligence at the work place, Interpersonal relation and Transactional Analysis.

Module-III: Organizational Behaviour- II

Group and Team- stages and effectiveness; Conflict Management process, Leadership- skills, roles, Styles (Managerial Grid), Women leadership in India.

Organizational culture, Organizational climate VS organization culture, Factors contributing towards creating and sustaining culture, Organization Design, Change Management- Change Model and Organizational Development, Learning organisation- Organizing Knowledge Resource.

Course Outcomes:

After completing this course, students should be able to:

- CO-1: Define, remember, understand, explain and interpret various concept of Management and organizational behaviour, managerial levels, roles, and skills managerial functions. such as Planning, Organising, Staffing, Directing and Controlling.
- CO-2: Analyse and identify various aspects of individual organizational behaviour such as personality, perception, values, attitude, motivation and their impacts.
- CO-3: Evaluate group and team dynamics, including stages of development and factors influencing effectiveness, and assess leadership skills, roles, and styles, including the Managerial Grid and the role of leadership in organizational context.

CO-4: Integrate and implement important managerial and behavioural skills to empower the students to appreciate the requirement of behavioural code of conduct in the world of business.

Text Book:

1. Management, Stephen P. Robbins, Mary Coulter, Agna Fernandez, Pearson Education, 2018
2. Organizational Behavior, Fred Luthans, McGraw Hill, 2017
3. Organizational Behaviour: Human Behaviour at Work, – John W. Newstrom, Tata McGraw Hill, 2017
4. Organizational Behaviour –Text and cases by Aswathappa, 12th revised edition, Himalaya publication
5. Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V Cannice, 2020
6. Behavior in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education, 2010
5. Management and Organizational Behaviour, Subbarao P, Himalaya Publishing House, 2017
6. Organizational Behaviour, Sarma, Jaico Publications, 2009
7. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI, 2009
8. Organizational Behavior, Kavita Singh, Pearson 2010

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

MBPC1002 MARKETING MANAGEMENT (3-0-0)

Objectives:

1. Understand the fundamental concepts and principles of marketing, including the distinction between selling and marketing, the marketing concept, and the significance of avoiding marketing myopia.
2. Analyze the marketing environment, distinguishing between macro and micro factors, and evaluate the importance of environmental analysis in strategic decision-making.
3. Develop proficiency in market segmentation, targeting, and positioning strategies, along with an appreciation for the role of consumer behavior in shaping marketing strategies.
4. Gain practical knowledge of product management, pricing strategies, distribution channels, and promotional techniques, including contemporary approaches such as digital marketing, relationship marketing, and green marketing.

Module-I

Definition & Functions of Marketing, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment.

Module-II

Market segmentation, Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

Contemporary Topics: Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing (Concepts only)

Module-III

Product: Classification of consumer products and industrial products, Product Mix, NewProduct Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC.Packaging&Labeling, Basicconceptof Branding

Pricing Basics: Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies andapproaches

Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only)Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E- Commerce Marketing Practices.

Promotion: The role of marketing communications, Elements of promotion mix, IMC approach (Overview)

Course Outcomes:

CO-1: Identify the key analytical frameworks and tools used in marketing.

CO-2: Utilize the information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies.

CO-3: Examine the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings

CO-4: Analyse 4 Ps of marketing and its application across industries.

Books:

- Marketing:Baines,FillandPage,Sinha,Oxford
- MarketingManagement–Kotler,Keller,Koshy, Jha,Pearson,
- MarketingbyLambHair Sharma,McDanielCengage Learning
- MarketingManagement,Ramaswamy&Namakumari,McGrawHill

- MarketingManagement–K Karunakaran, Himalaya Publishing House
- MarketingManagement–Text and Cases, Tapan K Panda, Excel Books
- MarketingManagement–J. P Mahajan, Vikas
- MarketingManagement-Rudani, S Chand

MBPC1003 FINANCIAL ACCOUNTING AND ANALYSIS (3-0-0)

Course Objectives:

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders.

Module-I:

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

Module- II:

Preparation of Financial Statements: Income statement and Balance Sheet, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds, understanding Corporate Income statement and Balance Sheet as presented in the Annual Reports of companies.

Module-III:

Financial Statement Analysis: Analysis and interpretation of Financing Statements, Common size statement, Comparative statement analysis, Trend analysis, Ratio Analysis, Cash Flow Analysis as per IND AS 7.

Course Outcomes:

- CO-1: Explain the role of accounting as a language for financial communication of businesses, and meet the needs of both external and internal users using accounting principles.
- CO-2: Illustrate the complete accounting process, including journalizing transactions, posting them to ledger, maintaining subsidiary books, preparing trial balance and drawing the financial statements for sole traders.
- CO-3: Demonstrate a comprehensive understanding of corporate accounts, including the concepts of shares, share capital, the issuance of shares, instalment payments, share buybacks, and the use of debentures and bonds in corporate financing.
- CO-4: Analyse corporate financial statements using techniques like Common Size Statement, Trend Analysis, Ratio Analysis, and Cash Flow Analysis as per IND AS 7.

Text Books:

1. Financial Accounting for Management; Paresh Shah,Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGrawHill
3. Financial Accounting for Managers-Sanjay Dhamija,Pearson
4. Accounting for Business Managers- Sakshi Vasudeva,HPH
5. Financial Accounting for Management,A.K.Bhattacharya
6. Financial Accounting for Management,Narayanswamy
7. Financial Accounting by S.N Maheswari VikasPublications
8. Financial Accounting by Satapathy, Mohapatra, Patra,Vrinda

MBEV1001 MANAGERIAL ECONOMICS (3-0-0)

Course Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Module – I: Relevance of economics for business decisions, Scope of Managerial Economics, Role of Managerial Economist and Business decision making. Demand Analysis – individual demand and market demand, Determinants of demand, Elasticity of demand and its measures in business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

Module – II: Production functions: Short Run Production Function – Variable Proportions, Long Run Production Function - Returns to Scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

Module-III: Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies, National Income.

Course Outcomes:

- CO-1: Adopt the managerial economics concepts for business decision making. Also know the law of demand, its exceptions and the use of different forecasting methods for predicting demand for various products and services.
- CO-2: Analyse the different costs of production and how they affect short and long run decision. Derive the equilibrium conditions for cost minimization and profit maximization. Analyse economies of scale, diseconomies of scale and economies of scope.
- CO-3: Learn about the short run and long run equilibrium of a firm and industry and also about different market structure and various pricing techniques.
- CO-4: Analyse different phases of business cycle, Analyse the impact of cyclical fluctuation on the growth of business and lay policies to control business cycle.

Reference Books:

1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
2. Managerial Economics, Salvatre, Srivastava, Oxford
3. Managerial Economics, Keat, Young, Banerjee, Pearson,
4. Managerial Economics, H L Ahuja, S.Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, PL Mehta Sultanchand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash

MBQT1001 QUANTITATIVE TECHNIQUES (3-0-0)

Course Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

Module-I: Statistical Methods:

Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

Module II:

Linear Programming: Concept, Formulation & Graphical and Simplex Solution, **Assignment Models:** Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments. **Transportation Models:** Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

Module-III:

Queuing Theory: Concept, Single Server (M/M/1), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, **Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, Two players zero sum game theory with dominance, Pure & Mixed Strategy.

Course Outcomes:

- CO-1: Demonstrate proficiency with statistical analysis of data. To lay adequate theoretical foundation to study various applied fields in statistics. To know how global business decisions depends on the statistical analysis of data and specific relationship between two or more variables.
- CO-2: Develop the ability to build and assess data-based models. Quantitative analysis of data, problem solving approach and use of mathematical techniques.
- CO-3: Recognize the importance and value of Operations Research and linear programming in solving practical problems in real business world. Interpret the transportation models' solutions and infer solutions to the real-world problems. Optimize the allocation of resources to Demand points in the best possible way using various techniques and minimize the cost or time of completion of number of jobs by number of persons.
- CO-4: Recognize and solve game theory and Markov's chain. Know when simulation and dynamic programming can be applied in real world problems.
- CO-5: Learn the context around which decisions must be taken, evaluate all factors involved developing possibilities, how to assess each possibility against set criteria to identify the best option and then how to develop that into a successful decision. Develop leadership quality to handle projects in real situation by using scientific tools, and implement suitable quality control measures.

Text Books

1. Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
2. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
3. Quantitative Techniques-Davis.B, Oxford
4. Operations Research by R. Pannervelam, Prentice Hall
5. Statistics for Business and Economics; R P Hooda, Vikas
6. Operations Research by Nita Shah, Ravi Gor, Hardik oni, PHI
7. Business Statistics : J K Sharma, Vikas

MBEV1002 BUSINESS COMMUNICATION (3-0-0)

Course Objectives:

The objectives of the course are:

1. To provide an overview of the process and types of communication including Business Communication
2. To familiarize the learners with different formats of organizational communication
3. To infuse the correct practices and strategies of effective business writing and business presentation.
4. To put in use the basic mechanics of grammar, usage, and punctuation.
5. To create awareness of employability skills.

MODULE-1: ORAL COMMUNICATION

- **Communication Basics:** The process of communication (2-way Model): Sender, Message, Channel, Receiver, and Feedback. Barriers to Communication, Communication Flow in Organizations: The Grape-vine; Formal Channels- Downward, Upward; Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts.
- **Language Skill 1 - Listening:** Listening Vs. Hearing- Importance of the listening Skill- Types of Listening: Active Listening; Empathetic Listening; Content Listening; Critical Listening- Guidelines for improving the Listening skill.
- **Language Skill 2- Speaking:** Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking, Cell Phone Etiquette; Meetings: Preparing a Notice- cum- Agenda; Chairperson's role; Other role functions in a meeting; Minutes of a meeting.

MODULE-II: WRITTEN COMMUNICATION

- **Language Skill 3 – Reading:** The Process of Reading; Sub skills of Skimming, scanning, inferring, guessing word-meaning, Using appropriate speed for various kinds of reading, correction of reading faults of eye-fixation, regression, finger-pointing, sub-vocalizing, Reading aloud, and indiscriminate use of the Dictionary. Critical Reading with analytical skills.
- **Language Skill 4- Writing:** The Writing Process- Guidelines for composing effective business messages- Persuasive Techniques: Fundamentals of Persuasion, Components of Attitude - Cognitive, Affective, Behavioural (Ethos, Pathos, Logos & Syllogism) - AIDA - NLP (VAKOG), Appeals (Emotional & Rational).
- **Business Letter:** Form; Formats; and Types: Structure of Routine and persuasive business messages, good-will, good-news, and bad-news messages.
Business Memo; Features of an effective business E-mail; Rules of Netiquette.

Preparing a Resume- Parts of a Resume- Resume Styles: Chronological, Functional, and Chrono- Functional- Resume Design- Job Application letter.

Writing Business Reports: Features of a good business report. Formats- Printed form, Memo, Letter, manuscript; Structure of a short Formal Report. Steps in planning and preparing a business report.

Writing a Case Analysis

- **Applied English Grammar for Business Writing:** English Verb types: Stative and Dynamic; Transitive and Intransitive; Main and Auxiliary verbs. Tenses- Subject Verb Concord- Active & Passive voice- Relative Clauses & Modifier Placement-Parallel Structures- Punctuation.

MODULE-III: EMPLOYABILITY SKILLS

- **Group Discussion:** Difference between GD and Debate- Parameters of Performance evaluation in a GD: Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm- How to get prepared for GD- Some Dos and Don'ts.
- **Interviews:** Types by purpose; 3 stages of an interview; how to prepare for an interview; how to answer FAQs; Following up with a letter of thanks.
- **Presentations:** Their importance for a manager- Features of a good business presentation. Planning, Preparing & Structuring a PPT Preparation, Rehearsal & Delivery- Answering questions after the presentation- Overcoming stage fright- Importance of Body Language in presentations.
- **Communication in Global Environment:**
Cross cultural communication
Technology in use - Video conferencing - Google Meet - Teams – Zoom: Arranging meetings
Social Media - Artificial Intelligence & Communication prompts.

Course Outcomes:

After the course, the students will be able to:

- CO-1: Distinguish among various levels of organizational communication and communication barriers while developing an understanding of communication as an organizational process.
- CO-2: Develop awareness of Techniques of active Listening and fluent speaking.
- CO-3: Apply the reading strategies of Skimming, Scanning, and Inferring in the comprehension of the reading texts of various types.
- CO-4: Demonstrate the ability to compose reasonably error-free business correspondence with brevity and clarity.
- CO-5: Apply Creative thinking as well as critical thinking in preparing his/her resume, in writing Reports, and in taking part in Group Discussions, and in designing PPTs for presentation.
- CO-6: Use appropriate communication skills in multicultural contexts, in social media, in web meetings, and in web browsing.

Text Books:

- Communication Skills. Sanjaya Kumar & Pushpa lata, Oxford University Press.
- Business Communication: Skills, Concepts, and Application- P.D Chaturvedi and Mukesh Chaturvedi, Pearson.
- Business communication- Meenakhi Raman & Prakash Singh, OUP.
- Business and Managerial Communication- Sailesh Sengupta, PHI learning
- Bcom: Business Communication- A South Asian Perspective, Lehman, Dufrene & Sinha, Cengage Learning.
- Effective Technical Communication, Ashraf Rizvi, McGraw Hill India.

MBEV1003 UNIVERSAL HUMAN VALUES, ETHICS AND ENVIRONMENT (3-0-0)

Course Objectives:

1. To develop students' understanding of the concept of Human Values and related issues.
2. To make students aware the importance of Harmony in self, family, society and nature.
3. To make the students understand the importance of ethical practices in business and governance.
4. To exhibit understanding of the importance of business environment and probable impact of environmental factors on a business.
5. To sensitize learner the link between environmental issues and business.

Module I- Universal Human Values (UHV)

Universal Human Values (UHV)– Introduction, Need for Value Education, Right Understanding, Mutual happiness and prosperity, Role of Education-Sanskar (Enabling the Transformation to Human Consciousness), **Self-exploration**- The Content and Process, Meaning of Happiness and Prosperity. **Understanding Harmony in the Self-Harmony** of the Self with the Body: Self-regulation and Health, **Understanding Harmony in the Family** -Feeling of Relationship as the Basis for Harmony in the Family, 'Trust' – the Foundational Value in Relationship, Respect– As the Right path to harmony in family, Affection, Care, Guidance, Reverence, Gratitude and Love as Values in Relationship.**Understanding Harmony in the Society** - Understanding Human Goal, **Harmony from Family Order to World Family Order –Universal Human Order**- From understanding self to Family order, Family cluster order, village cluster order, Nation order, and world family order.**Understanding Harmony in Nature/Existence**: Nature as Collection of Units: **Harmony among the Four Orders**- Physical order, Bio order, Animal order, and Human order. Mutual fulfilment among the Four Orders of Nature: Co-existence at all Levels. The Holistic perception of Harmony in Existence.

Case Study depicting business applications of Universal Human Values (UHV)

Module II- Business Ethics

Ethics& Business Ethics- Definition, Meaning, Importance, Nature & Scope. Factors influencing business ethics, Salient feature, Ethical principles in business. **Theories of ethics**- Absolutism vs. Relativism, Kohlberg stages of moral development. Managing ethical dilemmas, Ethical decision making, Employee and Business Ethics, Ethical and value-based leadership. Ethics in governance practices in corporates, Corporate scams and unethical practices. Ethical principles and practices in Marketing, Finance, HRand other disciplines. Promoting ethical culture in business organization.

Case Study depicting ethics in business to be discussed.

Module III- Environment

Natural environment; Ecology and environmental protection and sustainable development – Bio-diversity and environmental degradation issues, **Managing natural disaster**, Environmental Legislations, Issues of global warming, terrorism, natural disasters. **Issues relating pollution**- causes, and control measures.**Greening Management**- Green policies and practices in corporates, Environmental Partnership, Environment Audit, Product Stewardship. **Environment Management as Competitive Advantage**, World Business Council for Sustainable Development (WBCSD) and its ten messages for business.

Business Environment: Meaning, nature and scope, economic and non-economic environment; internal and external environmental factors. **Scanning of environment**- methods and techniques of scanning (ETOP, SWOT).**Economic Environment of Business**: recent developments in Indian Economy. **Non-Economic Environmental Factors**: Non-Economic factors influencing business.

Changes in Business and Industrial policy- Recent industrial policy, trade liberalization, from a Closed to Open economy.

Case Study depicting Business Environment.

Course Outcomes:

- CO-1: Develop a comprehensive understanding of Universal Human Values (UHV) and their practical applications in personal, familial, societal, and business contexts.
- CO-2: Analyze ethical principles and theories in business decision-making, fostering a culture of integrity, responsibility, and leadership.
- CO-3: Evaluate environmental issues, regulations, and sustainable business practices to mitigate ecological degradation and promote corporate responsibility.
- CO-4: Assess the dynamic business environment, including economic, political, and ethical dimensions, to navigate challenges and opportunities in diverse socio-economic landscapes.

Text Book(s)

1. A Foundation Course in Human Values and Professional Ethics by R R Gaur, R Asthana, G P Bagaria, Excel Books, New Delhi, 3rd Edition.
2. A Foundation Course in Holistic Human Health by S Asthana, A Shukla, TS Perumal- UHV Publication.
3. Business Environment – B N Ghosh, Oxford
4. Business Ethics – Murthy, HPH
5. K.S.Thakur, Business, Ethics and Environment, Publisher: Aadi Publications, Seller: Neha Publisher

Reference Books

1. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain
2. A N Tripathy, 2003, Human Values, New Age International Publishers.

MBEV1004 ENTREPRENEURSHIP & LEGAL ENVIRONMENT (3-0-0)

Course objectives:

1. The aim of learning by putting business and law together is to Create and maintain functional skill spaces on spectrum of lawful insight for Learners whether they run business entities or work for the people running it.
2. Sensitize the students to understand entrepreneurship as a career and skills required.

Module- I

Entrepreneurship: Concept of entrepreneurship and intrapreneurship, Types of Entrepreneurs, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurship as a career, Identification of opportunity and converting idea to reality, Role of family, Society, EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Start-up Environment: Definition and characteristics of start-ups, Types of start-ups (Social, impact based, rural start-ups), Start-up India policy, Start-up Odisha policy, Knowledge of Key Accelerators, Incubators and Mentors in India, Understanding their role and advantages and disadvantages.

Module-II:

Law of Contract: Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi Contract and Contingent Contract.

Special Contract: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights.

Module-III:

Company Laws: Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

Course Outcomes:

- CO-1: Rationalise for studying Entrepreneurship Development and realizing that entrepreneurs are wealth creators in our society.
- CO-2: Demonstrate a fundamental comprehension of business opportunities and implementing them practically.
- CO-3: Discuss unique start-up or entrepreneurial ideas in groups and present a business plan that articulates and applies financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (non-profit); or 3) intellectual property licensing.
- CO-4: Demonstrate an in-depth understanding of the Start-up ecosystem in India and become conversant with sources of new finances, use of technology, customer acquisition concepts, etc. The focus will be on creating sustainable businesses.

Text Books:

- Entrepreneurship Development and Management, Vasant Desai, HPH

- Entrepreneurship Management, Bholanath Dutta, Excel Books
- Entrepreneurial Development, Sangeeta Sharma, PHI
- Entrepreneurship Development by Khanka
- Entrepreneurship, Rajeev Roy, Oxford University Press
- Business Law –S R Mohapatra and S R Patra, HPH
- Business Law – N D Kapoor, S Chand
- Business Law – Pathak, Tata Mc Graw Hill

MBPC1201 IT SKILLS FOR MANAGERS (0-0-2)

Course Objectives:

The aim of this course is:

1. Familiarize learners with essential office software tools and their applications in various settings.
2. Provide hands-on experience with Google Services and their integration into daily tasks.
3. Equip learners with Excel skills for efficient data analysis and reporting.
4. Introduce learners to the fundamentals of Database Management Systems (DBMS) and SQL for effective data management.

Module-I: Introduction to Office Software: Types of Office Software, Working with Google Services: Docs, Spreadsheet, Presenter, Sites, etc.

Module-II: Introduction to Advanced Excel: Getting started with Excel, working with Formulas & Functions and creating Charts & Graphs, Date Functions, Look Function. Statistical tools – use statistical functions such as average, Standard Deviation, IF function etc. Data analysis by using What IF, PIVOT table, Scenarios, Goal seek.

Module-III: Introduction to Database Management Systems (DBMS): Introduction to databases and their role in business, Types of databases (Relational, NoSQL, etc.), Database Management System (DBMS) functionalities, Advantages and limitations of using a DBMS, Entity-Relationship (ER) Diagrams for data modeling, Normalization Techniques (1NF, 2NF, 3NF)

Introduction to SQL (Structured Query Language), SQL concepts and syntax, Data Definition Language (DDL) - CREATE, ALTER, DROP statements, Data Manipulation Language (DML) - SELECT, INSERT, UPDATE, DELETE statements, working with queries (filtering, sorting, grouping, joining data).

Course Outcomes:

After completing the course, the students will be able to

- CO-1: Proficiently apply the knowledge gained with essential office software tools and their diverse applications across various settings.
- CO-2: Effectively integrate Google Services into their tasks, enabling streamlined workflows and enhanced productivity.
- CO-3: Demonstrate competency in utilizing Excel for data analysis, including functions, formulas, and statistical tools.
- CO-4: Gain proficiency in the principles of DBMS, encompassing database types, normalization, and SQL syntax, for efficient data management.

Reference Books:

- Foundations of Computing, 5th Edition, Sinha and Sinha, bpb publication
- Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) (Seventh Edition, Wayne L. Winston, PHI
- SQL ALL-IN-ONE, dummies for A Wiley Brand, 3rd Edition

MBEV1005 MANAGEMENT LESSONS FROM ANCIENT INDIA (2-0-0)

Course Objectives:

1. To understand the evolution of management thought in ancient India and its relevance in modern times.
2. To analyse the management perspective present in Vedantic literature, focusing on principles applicable to contemporary management practices.
3. To examine the ethical and moral values, leadership qualities, and strategic management lessons derived from the Ramayana, the Mahabharata and the Bhagavad Gita.
4. To explore the management and economic principles elucidated in Kautilya's Artha Sastra and the Jain texts.

Module- I

Introduction to Ancient Indian Knowledge System; Evolution of Indian management thought; Need of India oriented Approach.

Management perspective in Vedantic Literature.

Management lessons in the Ramayana: Ethical and moral values, leadership, governance, strategic alliance.

Management lessons in the Mahabharata and the Bhagavat Gita: Conflict management, Inspirational leadership, alternative perspective on work and performance

Module-II

Kautilya's management lessons: Qualities of a leader, functions and role of a leader, motivation and communication; Principles and practice of governance of a state and of a corporation; Economic Thought of Kautilya.

Management perspective in Jain Literature: Code of conduct, Four pillars of human values, Conflict resolution, Ethical management, Mahavira's Economics.

Management Lessons in Buddhist Literature: Team building, Personal development of team members, Knowledge management.

Course Outcomes:

After the course the students will be able to:

CO-1: Demonstrate a deep understanding of the ancient Indian knowledge system, including its philosophical, spiritual, and managerial dimensions, and apply this understanding to contemporary management challenges.

CO-2: Critically analyse the evolution of Indian management thought, recognizing key influencers and schools of thought, and synthesize these insights to develop a holistic approach to management.

CO-3: Evaluate the management perspectives presented in Vedantic, Jain, Buddhist, and epic literature (such as the Ramayana, Mahabharata, and

Bhagavad Gita), identifying common themes and principles, and apply them to address complex organizational issues.

CO-4: Develop practical skills in leadership, governance, conflict resolution, ethical management, team building, personal development, and knowledge management, drawing from the rich tapestry of ancient Indian texts and adapting them to modern organizational contexts.

Text Books:

1. Management Practices and Thoughts in Ancient India, Khandelwal and Mohanty, Himalaya Publishing House
 2. Relevance of Ramayana in Contemporary Times, Gupta, Agrawal and Sharma, IBA publications
 3. Kautilya-The Artha Shastra, L.N. Rangarajan, Penguin books
 4. Indian Models of Economy, Business and Management, P. Kanagasabapathi, PHI
 5. Sri Bhagavad Gita for Managers, Khandelwal, Himalaya Publishing House.
 6. "Indian Management and Leadership: Spiritual and Ethical Values for Corporate and Personal Success" by S. Ramaratnam: BLUEJAY BOOKS- 2007
 7. "Indian Economic Development" by Uma Kapila: Academic Foundation; 2018
 8. "The Mahabharata: A Modern Rendering" by Ramesh Menon Vol-1 & Vol-2, iuniverse-2006.
- "The Bhagavad Gita" (translated by Eknath Easwaran), Nilagir Press, 2007

MBEV1201 BUSINESS COMMUNICATION LAB (0-0-1)

Course Objectives:

The objectives of the course are:

1. To improve LSRW skills.
2. To learn and practice communication skills in a business context.
3. To enhance reading and listening comprehension.

1. Listening exercises:

- Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation.
- Listening for meaning: listening to a short talk /news bulletin.
- Taking notes from a lecture/speech.
- Comprehending conversation

2. Speaking exercises :

- Giving a short speech on a topic of interest. Participate in debates.
- Preparing for GDs, Interviews: Structured & Unstructured, Stress Interviews, Business Etiquette
- Preparing Presentation, Making presentations before the top management.
- Practice exercises on the common grammatical errors.
- Role- plays to practice effective use of body language, para language and spatial communication.

3. Reading exercises :

- Developing vocabulary, Improving reading speed & comprehension
- Note making after reading a text.
- Showing the main idea and supporting ideas and the relationship between them.
- Analyzing news articles.

4. Writing exercises :

- Practice in writing paragraphs, Précis writing
- Managerial Writing: Business letters: request, invitation, proposal, sales reports
- Managerial Writing: Ad copywriting using AIDA, appeals, cognitive dissonance, Preparing Press Releases, Press Notes
- Writing CVs and Resumes, AI Prompts & keywords
- Remedial measures to focus on correct use of English verbs, sentence structures, clause- types, Interrogation and parallel structures.

Course Outcomes:

CO-1: Create Documents

CO-2: Develop group communication skills.

CO-3: Demonstrate business etiquette.

CO-4: Demonstrate presentation skills.

CO-5: Understand and evaluate self to develop Emotional Intelligence

CO-6: Develop interviewing and responding skills.

Text Books:

- English Language Laboratories, Nira Konar, PHI
- Guide to Managerial Communication, Mary Munter, Pearson
- Cengage Learning India, English Language Communication Skill – Lab Manual
- Soft Skills for Everyone, Butterfield, Cengage
- Campus to corporates, Sage Publication
- A practical Course in Spoken English, Gangal, PHI

**FOR ADMISSION BATCH 2024-25
MASTER OF BUSINESS ADMINISTRATION
FIRST YEAR (FIRST SEMESTER)**

Sl. No.	Category	Course Code	Course	Contact Hrs. L-T-P	Credit	University Marks	Internal Evaluation
Subject							
1.	PC	MBPC1001	Management Principles & Organizational Behaviour (MPOB)	3-0-0	3	100	50
2.	PC	MBPC1002	Marketing Management	3-0-0	3	100	50
3.	PC	MBPC1003	Financial Accounting and Analysis	3-0-0	3	100	50
4.	EV	MBEV1001	Managerial Economics	3-0-0	3	100	50
5.	QT	MBQT1001	Quantitative Techniques	3-0-0	3	100	50
6.	EV	MBEV1002	Business Communication	3-0-0	3	100	50
7.	EV	MBEV1003	Universal Human Values, Ethics and Environment	3-0-0	3	100	50
8.	EV	MBEV1004	Entrepreneurship & Legal environment	3-0-0	3	100	50
9.	PC	MBPC1201	IT Skills for Managers	0-0-2	2	-	100
10.	EV	MBEV1005	Management Lessons from Ancient India	2-0-0	2	100	50
11.	EV	MBEV1201	Business Communication Lab	0-0-1	1	-	100
Total				26-0-3	29	900	650

FIRST YEAR (SECOND SEMESTER)

Sl. No.	Category	Course Code	Course	Contact Hrs. L-T-P	Credit	University Marks	Internal Evaluation
Subject							
1.	PC	MBPC1004	Corporate Finance	3-0-0	3	100	50
2.	PC	MBPC1005	Cost and Management Accounting	3-0-0	3	100	50
3.	PC	MBPC1006	Human Resources Management	3-0-0	3	100	50
4.	QT	MBQT1002	Business Research	3-0-0	3	100	50
5.	PC	MBPC1007	Operations Management	3-0-0	3	100	50
6.	PC	MBPC1008	Business Analytics	3-0-0	3	100	50
7.	PC	MBPC1009	Management Information System	3-0-0	3	100	50
8.	PC	MBPC1010	Strategic Management	3-0-0	3	100	50
9.	EV	MBEV1202	Health & Wellness	0-0-1	1	-	100
10.	PC	MBPC1011	Introduction to AI	2-0-0	2	100	50
Total				26-0-3	22	900	450

Note: Click here to view/download the syllabus of the subjects.

MBPC1004 CORPORATE FINANCE (3-0-0)

Course Objectives:

1. To provide students with concepts, techniques and tools of Financial Management.
2. To study, analyze and improve their knowledge on financial management practices of an organization

Module I:

Foundations of Finance: Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money, Compounding and discounting. Short term and long-term sources of fund.

Module II:

Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

Module III:

Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, **Management of Cash:** Cash budget, Management of collections and disbursement, Investment of Surplus cash; **Management of Receivables:** Terms of Credit, Credit Policy decision; **Management of Inventory:** Techniques of Inventory planning and control.

Course Outcomes:

- CO-1: Explain the foundational concepts including finance functions, financial goals, agency problems, time value of money, risk and return concepts, and various sources of funds.
- CO-2: Interpret the concepts of cost of capital and apply various capital budgeting techniques to evaluate investment proposals.
- CO-3: Describe the capital structure and its theories, analyse the impact of leverage on financing decisions, and apply dividend theories for effective dividend policies.
- CO-4: Identify strategies for effective current assets management including cash, receivables, and inventory to take working capital decisions.

Text Books:

- Fundamentals of Financial Management, Van Horne, Pearson
- Financial Management, G Sudarsan Reddy, HPH
- Essentials of Financial Management, IM Pandey, Vikas
- Financial Management, Khan & Jain, McGraw Hill,
- Financial Management, Srivastav & Misra, Oxford.
- Financial Management – Tulsian (S Chand)
- Fundamentals of Financial Management, Brigham, Cengage
- Financial Management by Prasanna Chandra , Tata McGraw Hill

MBPC1005 COST AND MANAGEMENT ACCOUNTING (3-0-0)

Course Objectives:

1. To understand the concept Cost accounting & Management Accounting
2. To familiarize the students about various methods of costing followed in different organizations
3. To understand and apply the various marginal costing techniques for managerial decision making

Module-I.

Introduction to Cost Accounting and Management Accounting: Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II.

Cost Accounting System: Material Cost Management: Material Cost Valuing material issues and stock, Overheads: Meaning and Importance, production overhead, Primary distribution and Secondary distribution, allocation and apportionment of cost. Absorption by production units, Methods, over and under absorption of overhead.

Module-III.

Methods and Techniques: Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Transport, Hospital, Canteen, **Marginal Costing:** Nature and Scope, Marginal Cost Equation, Profit Volume Ratio, Break-even Chart, Application of Marginal Costing Techniques for managerial decision making: Make or Buy decision, selection of Suitable product Mix.

Management Tools: Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. **Standard Costing:** Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales), Cost Reduction and Cost Control.

Course Outcomes:

- CO-1: Acquire, describe and explain fundamental knowledge of cost accounting concepts and identify the various elements to calculate the total cost and unit cost of a product or service.
- CO-2: Evaluate and interpret different methods costing to ascertain and control the costs in manufacturing and service industries.
- CO-3: Use costing techniques for short-term decision-making and product cost analysis.
- CO-4: Illustrate and utilize advanced management tools for budgeting, standard setting, locating variances and evaluation of performance.

Books

- A text book on Cost and Management Accounting, M.N Arora, Vikas
- Cost and Management Accounting, S P jain, K L Narang, Simmi Agrawal, Kalyani
- Cost and Management Accounting , Colin Drury, Cengage Learning
- Morden Cost and Management Accounting, M.Hanif, Tata McGraw Hill End Pvt.Ltd

MBPC1006 HUMAN RESOURCES MANAGEMENT (3-0-0)

Course Objectives:

1. To introduce and explain different phenomenon of Human Resource Management(HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.

Module I: Concept, Definitions and Objectives of Human Resource Management (HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning (HRP): Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield Ratio; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

Module II: Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

Module III: Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship Behaviour, HRIS, Competency mapping, Talent Management, Employee engagement.

Course Outcomes:

- CO-1: Explain & interpret different concepts, Functions & Processes of HRM.
CO-2: Apply different tools and techniques for managing human resources in an organization.
CO-3: Analyze, identify problems and develop skill sets in managing human resources in an organizational context.
CO-4: Integrate the knowledge of HR concepts to Plan and design human resource intervention & strategies for an organization.

Text Books:

1. HRM Text & Cases, Aswathappa, TMH.
2. Personnel & Human Resource Management, P.Subba Rao, HPH
3. Human Resource Management – VSP Rao ,Excel
4. Human Resource Management, Jyoti Venkates, Oxford
5. HR, Denisi and Sarkar, Cengage.

MBQT1002 BUSINESS RESEARCH (3-0-0)

Course Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilling the objective of business decision making.
3. To equip the students with the basic understanding of the research methodology in changing business scenario.
4. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.
5. To gain practical experience in using MS Excel and SPSS for forecasting and estimation.

Module I: Introduction to RM:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs. Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing. Ethical conduct in research.

Module II:

Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Kruskal– Wallis test.

Module III:

Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

Module IV (Business Research Lab: Using MS Excel and SPSS):

Descriptive Statistics in 't' test, Testing of hypothesis, Chi-square, ANOVA, Correlation, Regression, Factor Analysis.

Course Outcomes:

CO-1: Utilize the knowledge of research methodology in solving various business problems.

CO-2: Distinguish various alternative course of action available for a particular situation.

CO-3: To introduce students to the tools and techniques of econometrics.

CO-4: To develop expertise in decision-making through the use of statistical tools and techniques.

CO-5: Judge and select best possible alternatives to solve business problems

Text Books:

1. Research Methodology by Khatua and Majhi, HPH.
2. Damodar Gujarati, Dawn C Porter, and Manoranjan Pal, Basic Econometrics, Mc Graw Hill
3. Research Methodology by Kothari, Newage
4. Research Methodology, by Deepak Chawla / NeenaSandhi (Vikas)
5. Management Research Methodology- Krishnaswamy, Pearson

Reference Books:

1. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
2. Research Methodology, V. Upadade&A. Shende (S. Chand)
3. Business Research Methods by Prahlad Mishra, Oxford
4. Business Research Method by Cooper et.al, McGrawHill
5. Levin. Richard. I and Rubin. David. S 'Statistics for Management' Prentice-Hall
6. Brooks, Chris., 'Introductory Econometrics for Finance' Cambridge University Press
7. Hair, Anderson, Tatham and Black., 'Multivariate Data Analysis' Pearson Education India
8. Wooldridge M., Introductory Econometrics: A Modern Approach, Cengage Learning

Open Resources:

1. <https://dbie.rbi.org.in/>, <https://data.oecd.org/>

MBPC1007 OPERATIONS MANAGEMENT (3-0-0)

Course Objectives:

1. To understand the concepts, principles, problems, and practices of operations management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module I: Overview of Operations Management and Capacity Planning: Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

Module II: Facility Location and Layout, Inventory Management: Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layouts and Line Balancing, Inventory Management – concept, EOQ, MRP.

Module III: Scheduling, Project Management and Quality Management: Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM; Quality management – concept, quality design, control chart (X, R, P), TQM, introduction to ISO 9000 ISO14000 (EMS) , ISO 18000 (OHSAS) and ISO 22000.

Course Outcomes:

- CO-1: Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- CO-2: Analyse and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.
- CO-3: Develop aggregate capacity plans and MPS in operation environments.
- CO-4: Plan and implement suitable quality control measures in Quality Circles to TQM.

Text Books:

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Operations Management, Chase et.al – Tata McGrawHill.
3. Production and Operations Management , Panneerselvam ,PHI
4. Production and Operations Management , S.N Chary , Tata McGrawHill
5. Operations Management, Meenakhi Kumari, Cengage
6. Production and Operations Management, Kaniska Bedi, Oxford
7. Production & Operations Management, SP Singh, Vikas Publication
8. Essentials of Operations Management by Scott T Young – Sage Publication

MBPC1008 BUSINESS ANALYTICS (3-0-0)

Course Objectives:

1. Provide foundational knowledge of business analytics concepts (descriptive, predictive, and prescriptive) and their application to business decision-making.
2. Develop skills in data management and visualization using tools like R programming and exploratory data analysis (EDA).
3. Introduce advanced predictive analytics techniques, including regression, classification, and time-series forecasting.
4. Highlight real-world business analytics applications in marketing, finance, and supply chain management.

Module-I

Introduction to Business Analytics and its importance, Types of Analytics- Descriptive, Predictive, Prescriptive, Business Analytics Framework and Applications, Data Management and Governance- Data Collection, Cleaning, Integration and Data Warehousing and ETL Processes, Data-Driven Business Models

Module-II

Introduction R Programming, Descriptive Analytics Techniques- Exploratory Data Analysis (EDA), Descriptive Statistical Techniques (e.g., mean, median, mode), Data Visualization and Reporting, Predictive Analytics Techniques-Regression Analysis, Classification Models, Time-Series Forecasting, Clustering.

Module—III

Big Data Analytics Framework and Technologies, Industry Application- Marketing Analytics, Financial Analytics, Supply Chain Analytics, Customer Segmentation, Churn Analysis, and Risk Management, Real-World Case Studies in Business Analytics

Course Outcomes:

The course aims to help students:

- CO-1: Apply business analytics techniques to solve practical problems.
- CO-2: Use tools like R programming to analyze and visualize data.
- CO-3: Understand predictive analysis methods such as regression and classification.
- CO-4: Gain skills in marketing, finance, and supply chain analytics.
- CO-5: Analyze big data to improve strategic decision-making.

Text Books

- Prasad, R.N., & Acharya, S. (2011), Fundamentals Of Business Analytics. John Wiley & Sons.
- Kumar, U.D. (2017). Business Analytics: The Science of Data-driven Decision Making. Wiley India.
- Juliant Pallant – “SPSS Survival: A step by step guide to data analysis using IBM SPSS” – McGraw Hill Education.
- Daniel G. Murray - "Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software" - 2ndEdition

MBPC1009 MANAGEMENT INFORMATION SYSTEM (3-0-0)

Course Objectives:

1. Introduce foundational concepts, frameworks, and types of Management Information Systems (MIS) for effective implementation and management.
2. Familiarize students with strategic and operational systems like ERP, SCM, CRM, and their role in managing business functions.
3. Provide insights into emerging technologies, such as cloud computing and IoT, and their impact on business processes.
4. Develop skills in utilizing decision support and knowledge management systems for informed decision-making.

Module I: Introduction to MIS and Data Management

Introduction to MIS, Types of MIS, CCR framework, MIS capabilities, Role of Managers in IT Implementation and Adoption, Knowledge Management – Decision Support Systems, Expert Systems, Learning Management Systems, Executive Information Systems, Database Management Systems (DBMS) Concepts, Data Warehousing and Foundations of Business Intelligence

Module II: Strategic and Operational Support Systems

Strategic Enterprise Systems - ERP, SCM, CRM, SRM. Operational Support Systems - Manufacturing Systems, Sales and Marketing Systems, HRIS, Finance and Accounting Systems, Production and Inventory Systems. IT Strategy and Balanced Scorecard – IT strategies, IT-business alignment, balanced scorecard, cloud and vendor strategies

Module III: Emerging Technologies and Ethical Issues

Mobile and E-commerce – B2C, B2B and e-procurement, C2C and mobile commerce. Emerging Technologies – Cloud computing, Big Data Technologies, Internet of Things, Bring Your Own Device (BYoD,) Virtual Reality, Augmented Reality, Blockchain, Artificial Intelligence

Course Outcomes:

The course aims to help students:

- CO-1: Apply MIS concepts to analyze and solve business problems using technology-driven approaches.
- CO-2: Align IT strategies with business goals, effectively managing enterprise systems.
- CO-3: Leverage emerging technologies to identify innovation opportunities.
- CO-4: Use decision support and knowledge management systems for effective decision-making.

Text Books:

- Louden, D. (2018). Management Information Systems: Managing the Digital Firm (15th ed.). Pearson.
- R. De. (2018) MIS managing information system in business, government and society, publisher: willy. Second edition
- Davis, G.B., & Olson, M.H.(2016).Management Information System. Tata McGraw-Hill.

MBPC1010 STRATEGIC MANAGEMENT (3-0-0)

Course Objectives:

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

Module I: Strategy and Process: External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses - Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II: Industry Structure & Competitive Advantage:

Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage – Case study.

Module III: Strategy Implementation and Evaluation:

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic Change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study, Corporate Social Responsibility.

Course Outcomes:

CO-1: Interpret the concept of corporate strategy..

CO-2: Analyse the inter-linkages between the strategy of the organization and the structure of the organization.

CO-3: Identify the different levels of corporate strategy and able to chart strategies for the organisation that derive from both the external and internal analyses performed.

CO-4: Examine the reasons for developing Strategies and analyse the resources and capabilities of the organization.

Text Books:

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford ,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
5. Strategic Management & Entrepreneurship, D. Acharya& A. Nanda, HPH

MBEV1202 HEALTH & WELLNESS (0-0-1)

Course Objectives:

1. To understand the importance of nutrition in preventing life-threatening diseases like cancer, hypertension, obesity, diabetes, and cardiovascular diseases.
2. To explore the components of physical fitness and differentiate between active and sedentary lifestyles, understanding their implications on health.
3. To examine the relevance of promoting holistic well-being in the modern world.
4. To learn various yogasanas, Pranayama, and meditation techniques for fostering a healthy mind-body connection and overall wellness.

Module-I: Introduction to Health & Wellness

Definition of health- WHO definition, definition as per Ayurveda; Importance of health in everyday life; Components of health- physical, social, mental, spiritual and its relevance; Concept of wellness: Mental Health & wellness; Mind- Body connection in health, concept and relation Implications of mind-body connections

Module-II: Management of Health and Wellness

Stress Management and Relaxation Techniques: Understanding stress and its impact on health, Stress management strategies, Relaxation techniques, including yoga and meditation. Need and importance of yoga (Asanas and Pranayama), and meditation for healthy well-being. **Preventive Healthcare and Disease Prevention:** Role of preventive healthcare measures, Screening tests and immunizations, Lifestyle factors in disease prevention.

Course Outcomes:

- CO-1: To understand the concept of health and wellness and its relevance in daily life.
- CO-2: To be aware of the relation between mind-body and its relevance.
- CO-3: To adopt healthy physical habits and behaviours for well-being.

Books:

1. A Text Book on Physical Education & Health Education Fitness, Wellness and Nutrition, Dr. A. K. Uppal, Dr. P. P. Ranganathan.
2. Dr. R. Nagarathna and Dr. H.R. Nagendra: Yoga and Health, Swami Vivekananda Yoga Prakashana, 2002
3. B. C. Rai Health Education and Hygiene, Published by Prakashana Kendra, Lucknow.

MBPC1011 INTRODUCTION TO AI (2-0-0)

Course Objectives:

The meaning behind common AI terminology, including neural networks, machine learning, deep learning, and data science.

1. What AI realistically can--and cannot—do
2. How to spot opportunities to apply AI to problems in your own organization
3. What it feels like to build machine learning and data science projects
4. How to work with an AI team and build an AI strategy in your company
5. How to navigate ethical and societal discussions surrounding AI

Though this course is largely non-technical, engineers can also take this course to learn the business aspects of AI.

Module-I What is AI?

Introduction, Machine Learning, What is data? The terminology of AI, What makes an AI company?, What machine learning can and cannot do, More examples of what machine learning can and cannot do, Non-technical explanation of deep learning, Non-technical explanation of deep learning.

Module-II Building AI Projects

Introduction, Workflow of a machine learning project, Workflow of a data science project, Every job function needs to learn how to use data, How to choose an AI project (Part 1), How to choose an AI project (Part 2), Working with an AI team, Technical tools for AI teams.

Module-III: Building AI in your Company

Introduction, Case study: Smart speaker, Case study: Self-driving car, Example roles of an AI team

AI Transformation Playbook (Part 1), AI Transformation Playbook (Part 2), AI pitfalls to avoid, Taking your first step in AI, Survey of major AI application areas, Survey of major AI techniques

AI & Society

Introduction, A realistic view of AI, Discrimination / Bias, Adversarial attacks on AI, Adverse uses of AI, AI and developing economies, AI and jobs.

Course Outcomes:

CO-1: After completing the course, the students will be able to:

CO-2: Recognize fundamental AI concepts and vocabulary, discerning prominent figures in AI enterprises.

CO-3: Apply project methodologies in machine learning and data science, demonstrating adeptness in selecting and managing AI activities.

CO-4: Analyze deployment of AI solutions, and integrating advanced collaborative technologies for team synergy.

CO-5: Evaluate ethical dimensions of AI, perceptive biases, vulnerabilities, and societal consequences, development ethical awareness.

Reference Course Link

Course Link: <https://www.coursera.org/learn/ai-for-everyone>

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

BIJU PATNAIK UNIVERSITY OF TECHNOLOGY, ODISHA
ROURKELA



Curriculum and Syllabus

Of

MBA 2Yrs from the Batch 2018-19

(With Introduction of MBA (Agribusiness Management) w.e.f the Batch 2019-20)

(With Introduction of MBA (International Business) w.e.f the Batch 2020-21)

MBA (REGULAR) SYLLABUS: 02 Years Duration

Scheme of Credit distribution

1. First Year MBA:

- | | | |
|-----|---|--------------|
| i. | 1 st Semester 9 papers of 3 credits each | = 27 credits |
| ii. | 2 nd Semester 9 papers of 3 credits each | = 27 credits |

2. Second Year

- | | | |
|-----|--|--------------|
| i. | 3 rd Semester Specialization- I 4 papers | = 12 credits |
| | Specialization- II 4 papers | = 12 credits |
| ii. | 4 th semester Specialization – I 3 papers | = 9 credits |
| | Specialization – II 3 papers | = 9 credits |

3. **Internship during vacation after 2nd Semester** = 4 credits

4. **Seminar Presentation on any one elective in 4th Semester** = 2 Credits

TOTAL = 102 credits

Note:

- **Students may take any two Specializations out of the specified groups.**
- **However, students those who have taken admission in MBA in “Rural Management”, must have to take “Rural Management” as one of the specialization and another specialization from the remaining groups (excluding functional area “Agribusiness Management).**
- **Students those who have taken admission in “MBA (Agribusiness Management)”, must have to take “Agribusiness Management” as one of the specializations along with “Marketing”).**
- **Students those who have taken admission in “MBA (International Business)”, must have to take “International Business” as one of the specializations along with any other specializations.**

(FIRST YEAR)**1st SEMESTER**

Sl No.	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation
1.	18MBA101	Managerial Economics	3-0-0	3	100	50
2.	18MBA102	Marketing Management	3-0-0	3	100	50
3.	18MBA103	Organizational Behaviour	3-0-0	3	100	50
4.	18MBA104	Management Principles	3-0-0	3	100	50
5.	18MBA105	Decision Science	3-0-0	3	100	50
6.	18MBA106	Business Communication	3-0-0	3	100	50
7.	18MBA107	Financial Accounting and Analysis	3-0-0	3	100	50
8.	18MBA108	Business Law	3-0-0	3	100	50
9.	18MBA109	Business Environment & Ethics	3-0-0	3	100	50
		TOTAL		27	900	450

2nd SEMESTER

Sl No.	Sub. Code	Name of the subjects	L-T-P	Credit	University Marks	Internal Evaluation
1.	18MBA201	Corporate Finance	3-0-0	3	100	50
2.	18MBA202	Indian Financial Systems and Services	3-0-0	3	100	50
3.	18MBA203	Human Resources Management	3-0-0	3	100	50
4.	18MBA204	Business Research	3-0-0	3	100	50
5.	18MBA205	Operations Management	3-0-0	3	100	50
6.	18MBA206	International Business	3-0-0	3	100	50
7.	18MBA207	Fundamentals of IT & ERP	3-0-0	3	100	50
8.	18MBA208	Corporate Strategy	3-0-0	3	100	50
9.	18MBA209	Entrepreneurship Development	3-0-0	3	100	50
		TOTAL		27	900	450
The colleges may provide for a PD Lab for the students which shall be a non-credit course. An indicative list of lab sessions is attached for reference.						
Internship Training during vacation.						

SECOND YEAR OF MBA**1. ELECTIVES:**

a) FUNCTIONAL AREA : MARKETING							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3 rd	18MBA301A	Consumer Behaviour	3-0-0	3	100	50
2.	3rd	18MBA302A	Sales & Distribution Management	3-0-0	3	100	50
3.	3rd	18MBA303A	Digital Marketing	3-0-0	3	100	50
4.	3rd	18MBA304A	Service Marketing	3-0-0	3	100	50
5.	4th	18MBA401A	Retail Management	3-0-0	3	100	50
6.	4th	18MBA402A	Product & Branding Management	3-0-0	3	100	50
7.	4th	18MBA403A	B2B Marketing	3-0-0	3	100	50
			TOTAL		21	700	350

b) FUNCTIONAL AREA : FINANCE							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3 rd	18MBA301B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	3rd	18MBA302B	Financial Derivatives	3-0-0	3	100	50
3.	3rd	18MBA303B	Advanced Management Accounting	3-0-0	3	100	50
4.	3rd	18MBA304B	Project Appraisal and Financing	3-0-0	3	100	50
5.	4th	18MBA401B	Business Taxation	3-0-0	3	100	50
6.	4th	18MBA402B	Behavioural Finance	3-0-0	3	100	50
7.	4th	18MBA403B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			TOTAL		21	700	350

c) FUNCTIONAL AREA: HUMAN RESOURCES							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301C	Manpower Planning	3-0-0	3	100	50
2.	3rd	18MBA302C	Employee Relations	3-0-0	3	100	50
3.	3rd	18MBA303C	Compensation and Benefit Management	3-0-0	3	100	50
4.	3rd	18MBA304C	Performance Management System	3-0-0	3	100	50
5.	4th	18MBA401C	Team Dynamics at work	3-0-0	3	100	50
6.	4th	18MBA402C	Strategic HRM	3-0-0	3	100	50
7.	4th	18MBA403C	Industrial Legislations	3-0-0	3	100	50
			TOTAL		21	700	350

d) FUNCTIONAL AREA: OPERATIONS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	3rd	18MBA302D	Pricing and Revenue Management	3-0-0	3	100	50
3.	3rd	18MBA303D	Operations Strategy	3-0-0	3	100	50
4.	3rd	18MBA304D	Sales and Operation Planning	3-0-0	3	100	50
5.	4th	18MBA401D	Management of Manufacturing System	3-0-0	3	100	50
6.	4th	18MBA402D	Sourcing Management	3-0-0	3	100	50
7.	4th	18MBA403D	Operations Research Applications	3-0-0	3	100	50
			TOTAL		21	700	350

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

e) FUNCTIONAL AREA: SYSTEMS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	3rd	18MBA302E	Business Analytics	3-0-0	3	100	50
3.	3rd	18MBA303E	E-Commerce and Digital Markets	3-0-0	3	100	50
4.	3rd	18MBA304E	Managing Digital Platforms	3-0-0	3	100	50
5.	4th	18MBA401E	Strategic Management of IT	3-0-0	3	100	50
6.	4th	18MBA402E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
7.	4th	18MBA403E	Managing Software Projects	3-0-0	3	100	50
			TOTAL		21	700	350

f) FUNCTIONAL AREA: RURAL MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	18MBA302F	Rural Marketing	3-0-0	3	100	50
3.	3 rd	18MBA303F	Rural Development	3-0-0	3	100	50
4.	3rd	18MBA304F	Livelihood and Development Management	3-0-0	3	100	50
5.	4th	18MBA401F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	4th	18MBA402F	Cooperative Management	3-0-0	3	100	50
7.	4th	18MBA403F	Strategies for Smart Villages	3-0-0	3	100	50
			TOTAL		21	700	350

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

g) FUNCTIONAL AREA: AGRIBUSINESS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	19MBA302G	Agricultural Commodity Trading	3-0-0	3	100	50
3.	3 rd	19MBA303G	Agricultural Marketing Management	3-0-0	3	100	50
4.	3rd	19MBA304G	Agricultural Input Management	3-0-0	3	100	50
5.	4th	19MBA401G	Agricultural Supply Chain Management	3-0-0	3	100	50
6.	4th	19MBA402G	Agri-food Processing Management	3-0-0	3	100	50
7.	4th	19MBA403G	International Trade in Agriculture	3-0-0	3	100	50
			TOTAL		21	700	350

h) FUNCTIONAL AREA: INTERNATIONAL BUSINESS							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	20MBA301H	International Marketing	3-0-0	3	100	50
2.	3rd	20MBA302H	International Finance	3-0-0	3	100	50
3.	3 rd	20MBA303H	<u>Global HR Practices</u>	3-0-0	3	100	50
4.	3rd	20MBA304H	Export and Import Documentation	3-0-0	3	100	50
5.	4th	20MBA401H	International Logistics Management	3-0-0	3	100	50
6.	4th	20MBA402H	International trade Law	3-0-0	3	100	50
7.	4th	20MBA403H	Global Sustainability and CSR	3-0-0	3	100	50
			TOTAL		21	700	350

2. Compulsory Subjects:

Sl No	Sem ester	Sub. Code	Name of Subject	L-T-P	Credit	University Marks	Internal Evaluation
1.	3 rd	18MBA305	Internship *	0-0-2	4	-	100
2.	4 th	18MBA404	Seminar Presentation *	0-0-1	2	-	100

* The assessment may be carried out weekly at college end.

FIRST YEAR DETAIL SYLLABUS

1st Semester	18MBA101	Managerial Economics	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.

3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Module – I: Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

Module – II: Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions , Economies of scale and economies of scope (simple numerical problems to be solved).

Module-III: Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

Reference Books

- Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
- Managerial Economics, Salvatre, Srivastava, Oxford
- Managerial Economics, Keat, Young, Banerjee, Pearson,
- Managerial Economics, H L Ahuja, S. Chand
- Managerial Economics Theory and Applications, DM Mithani HPH
- Managerial Economics, PL Mehta Sultanchand & Co.
- Managerial Economics, DN. Dwivedi, Vikash

1st Semester	18MBA102	Marketing Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To sensitize the students to the dynamic nature of Marketing Management.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

Module-I

Definition & Functions of Marketing, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment.

Module-II

Market segmentation, Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

Contemporary Topics: Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing (Concepts only)

Module- III

Product: Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC.

Packaging & Labeling, Basic concept of Branding

Pricing Basics: Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches

Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only)

Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

Promotion: The role of marketing communications, Elements of promotion mix, IMC approach (Overview)

Books:

- Marketing: Baines, Fill and Page , Sinha , Oxford
- Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
- Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
- Marketing Management, Ramaswamy & Namakumari, McGrawHill
- Marketing Management – K Karunakaran, Himalaya Publishing House
- Marketing Management – Text and Cases, Tapan K Panda, Excel Books
- Marketing Management – J.P Mahajan, Vikas
- Marketing Management -Rudani , S Chand

1st Semester	18MBA103	Organizational Behaviour	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To develop an understanding of the behavior of individuals and groups inside organizations
2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Module-I :

Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB, Models of OB

Module II :

Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III:

Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

Books:

- Understanding Organizational Behaviour, Parek, Oxford
- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
- Organizational Behaviour, K. Awathappa,HPH.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

- Organizational Behaviour, VSP Rao, Excel
- Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
- Organizational Behaviour, Hitt, Miller, Colella, Wiley
- Organizational Behaviour, Kabita Singh, Vikas
- Organizational Behaviour, Khanka, Schand

1st Semester	18MBA104	Management Principles	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To explain the various concepts of management.
2. To make the students understand the contemporary management practices
3. To highlight professional challenges that managers face in various organizations
4. To enable the students to appreciate the emerging ideas and practices in the field of management.

Module – I:

Introduction: Concept, Managerial functions, Levels of Management, Skills and Roles of a Manager; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, RensisLikert and McKinsey

Module – II:

Organization: Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce Organizing Knowledge Resource.

Module – III:

Planning: Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making

Controlling : Process, Standards and Bench Marking – Co-ordination-Principles of Co-ordination-Inter-Dependence, Change Management

Books:

- Management, Robbins, Coulter &Vohra, Pearson.
- Management: Text and Cases-VSP Rao, Excel Books
- Management Theory & practice – Chandan J. S, Vikas
- Management Theory & Practice - SubbaRao P &HimaBindu,HPH
- Principles and Practices pf Management – Kaul, Vikas
- Principles and practices of Management – Pillai , S Chand
- Introduction to Management and OB- Sahoo, Kar & Sahoo, ENKAY

1st Semester	18MBA105	Decision Science	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

Module-I:

Statistical Methods:

Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

Module II:

Decision Sciences & role of quantitative techniques.

Linear Programming: Concept, Formulation & Graphical and Simplex Solution, **Assignment Models:** Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments. **Transportation Models:** Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

Module-III:

Queuing Theory : Concept, Single Server (M/M/I), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, **Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

Books:

- Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
- Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
- Quantitative Techniques-Davis.B, Oxford
- Operations Research by R. Pannerselvam, Prentice Hall
- Statistics for Business and Economics; R P Hooda, Vikas
- Operations Research by Nita Shah, Ravi Gor, HardikSoni, PHI
- Business Statistics : J K Sharma, Vikas

1 st Semester	18MBA106	Business Communication	L-T-P 3-0-0	3 Credits	35 hrs
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MODULE – I:

ORAL COMMUNICATION

- **Communication Basics:** The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts.

- **Language Skill 1 - Listening** :Listening Vs. Hearing – Importance of the listening skill – Types of Listening : Active Listening ; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill.
- **Language Skill 2 -Speaking**: Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

MODULE – II :

WRITTEN COMMUNICATION

- **Language Skill 3- Reading** :The process of Reading; Subskills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, Finger-pointing, Sub-vocalising, Reading aloud, and indiscriminate use of the Dictionary.
- **Language skill 4 - Writing** :The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages.
Features of an effective business E-mail. Rules of Netiquette.
Preparing a Résumé -Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

Writing Business Reports: Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report.Steps in planning and preparing a business report.

Applied English Grammar for Business Writing: Tenses – Subject Verb Concord – Modals – Active & Passive Forms – Non-finite forms – Punctuation

MODULE – III :

BUSINESS PRESENTATION & GROUP DISCUSSION

- **Presentations** :Their importance for a manager - Features of a good business presentation– Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations.Individual and Group presentations.
- **Group Discussion** : Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

Books :

- Communication Skills: Sanjay Kumar & PushpaLata, Oxford University Press.
- Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and MukeshChaturvedi, Pearson.
- Business communication – Meenakshi Raman & Prakash Singh
- Business and Managerial Communication – SaileshSengupta, PHI Learning
- BCOM : Business Communication – A South Asian Perspective, Lehman, Dufrene&Sinha, Cengage Learning

1st Semester	18MBA107	Financial Accounting and Analysis	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

Module-I:

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

Module- II:

Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

Module-III:

Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

Books:

- Financial Accounting for Management; Paresh Shah, Oxford
- Financial Accounting A managerial Perspective-Bapat&Raitha, McGrawHill
- Financial Accounting for Managers-Sanjay Dhamija, Pearson
- Financial Accounting and Analysis- Athma, HPH
- Financial Accounting for Management, A.K.Bhattacharya
- Financial Accounting for Management, Narayanswamy
- Financial Accounting by S.N Maheswari Vikas Publications
- Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda

1st Semester	18MBA108	Business Law	L-T-P 3-0-0	3 Credits	35 hrs
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Module – I

Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

Module – II

Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Sales of Goods Act: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights. Consumer Protection Act: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Module – III

Company Laws: Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

Books:

- Business Law –S R Mohapatra and S R Patra, HPH
- Business Law – N D Kapoor, S Chand
- Business Law – Pathak, Tata Mc Graw Hill

1 st Semester	18MBA109	Business Environment & Ethics	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives:

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Module I:

Concept of Business Environment: Business Environment: Classification (Internal; External:- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Policies.

Module II:

Environmental and Social Issues: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

Module III:

Business Ethics: Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

Books:

- Business Environment – B.N Ghosh, Oxford
- Business Ethics – Murthy, HPH
- Business Environment – RNVadi, SRMohapatra and SRPatra, HPH

Second Semester

2nd Semester	18MBA201	Corporate Finance	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

To provide students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Module I:

Foundations of Finance : Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money,

Compounding and discounting, Risk and Return concepts. Short term and long term sources of fund.

Module II:

Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

Module III:

Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, **Management of Cash** : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; **Management of Receivables** : Terms of Credit, Credit Policy decision ; **Management of Inventory** : Techniques of Inventory planning and control.

Books :

- Fundamentals of Financial Management, Van Horne, Pearson
- Financial Management, G Sudarsan Reddy, HPH
- Essentials of Financial Management, IM Pandey, Vikas
- Financial Management, Khan & Jain, McGraw Hill,
- Financial Management, Srivastav & Misra, Oxford.
- Financial Management – Tulsian (S Chand)
- Fundamentals of Financial Management, Brigham, Cengage
- Financial Management by Prasanna Chandra , Tata McGraw Hill

2 nd Semester	18MBA202	Indian Financial Systems and Services	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives :

1. To familiarize the students with dynamics of Financial market, Financial instruments and Financial services and Financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

MODULE-I: Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems.

Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

MODULE- II: Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. **Primary Market:** Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. **Secondary Market:** Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Materialization Account. Brokers, Kinds of brokers, Registration of Brokers

MODULE-III: Mutual funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers & Functions), Mutual fund investment vs Stock market investment. **Venture Capital:** Meaning, Types of venture capital, Stages of venture capital financing, exit routes, **Leasing:** Concept and classification, financial evaluation of leasing. **Hire Purchase:** Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

Books :

- Financial Markets and Services, Gordon & Natarajan, HPH
- Financial Services, Gupta, Agrawal, Kalyani
- Financial Services, Khan, TMH
- Financial Markets and Financial Services, Clifford, Gourang, PHI
- Indian Financial System, Guruswamy, TMH

2 nd Semester	18MBA203	Human Resource Management	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives:

1. To introduce and explain different phenomenon of Human Resource management (HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.

Module I:

Concept, Definitions and Objectives of Human Resource Management (HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization;

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Human Resource Planning (HRP): Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

Module II:

Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

Module III:

Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship behaviour, HRIS, Competency mapping, talent management, Employee engagement.

Books:

- HRM Text & Cases, Aswathappa, TMH.
- Personnel & Human Resource Management, P. Subba Rao, HPH
- Human Resource Management – VSP Rao, Excel
- Human Resource Management, Jyoti Venkates, Oxford
- HR, Denisi and Sarkar, Cengage.
- HRM & IR – Sahoo and Tripathy, ENKAY, New Delhi

2 nd Semester	18MBA204	Business Research	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the challenges, aimed at fulfilling the objective of business decision making.

Module I:

Introduction to RM: Meaning and significance of research. Importance of scientific research in business decisionmaking. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Module II:

Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

Module III:

Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

It may be emphasized on practical aspects such as:

Use of software package to learn the following :-

- (I) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

Books:

- Research Methodology by Khatua and Majhi, HPH.
- Research Methodology by Kothari, Newage
- Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
- Management Research Methodology- Krishnaswamy, Pearson
- BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
- Research Methodology, V. Upadade & A. Shende (S. Chand)
- Business Research Methods by Prahlad Mishra, Oxford
- Business Research Method by Cooper et.al, McGraw Hill
- Research Methodology, SR Mohapatra & SR Patra IK International, New Delhi

2nd Semester	18MBA205	Operations Management	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module I:

Overview of Operations Management and Capacity Planning : Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness,

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

Module II:

Facility Location and Layout, Inventory Management : Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.

Module III:

Scheduling, Project Management and Quality Management: Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM; Basics of supply chain management; Quality management – concept, quality design, control chart (X,R,P), TQM, introduction to ISO 9000 and 14000 series.

Books:

- Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
- Operations Management, Chase et.al – Tata McGraw Hill.
- Production and Operations Management ,Panneerselvam , PHI
- Production and Operations Management , S.N Chary , Tata McGraw Hill
- Operations Management, Meenakhi Kumari, Cengage
- Production and Operations Management, KaniskaBedi, Oxford
- Production & Operations Management, SP Singh, Vikas Publication
- Essentials of Operations Management by Scott T Young – Sage Publication

2 nd Semester	18MBA206	International Business	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective :

To gain adequate knowledge about the different aspects of the international business environment and global investment arena.

Module-I :

International Business Environment: International Business –Definition –features, Internationalizing business-Advantages –Limitations, difference between domestic and international business, factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – protection Vs liberalization of global business environment.Promotion of global business – different forms of international business – advantages and disadvantages. Ethical issues in international business

– Ethical decision-making, role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements. Prospects and challenges of International trade.

Module-II :

International Trade And Investment:Challenges for global business – global trade and investment – theories of international trade (Classical and Modern Theory). Theory of International Investment (FDI & FII) – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages. Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – **instruments of trade policy:** Concept, Tariffs, Import Quotas, Types of Quotas, Export Subsidies, Voluntary Export Restraints, Administrative Policies.

Module III :

International Strategic Management:Organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

Books:

- International Business, Jaiswal, HPH
- International Business ,Rakesh Mohan Joshi, Oxford University Press
- International Business, Vyuptakesh Sharan, Pearson

2 nd Semester	18MBA207	Fundamentals of IT & ERP	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

To provide fundamental knowledge on the basic aspects of IT applications in business, Management Information Systems in place and Enterprise Resource Planning in different functional areas.

Module I:

Basic IT Application. : Role of IT in modern business, Basic concepts of computer networks Internet security, Data base management system, Data mining and business intelligence, Advantages and limitation of database system, Modern trends in e-governance.

Module II:

Management information System: Conceptual background of MIS, scope, classifications, characteristics, functions, functional information system (Marketing, HRIS, Financial Management, Production and Inventory Management), DSS, Decision making under uncertainty MIS applications in Industries (Hospital, Hotels, Banking and Manufacturing).

Module III :

ERP Overview : Definition, Needs and Characteristics of ERP, Role of Manager in implementing ERP issues and Benefits from ERP implementation, Emerging Trends of ERP applications, ERP applications in functional areas such as Human Capital Management, Financial Management, Supplier Relationship Management and Inventory Management.

Books :

- Management Information Systems – Sahil Raj, Pearson
- Enterprise Resource Planning – CVS Murty, HPH
- Management Information Systems – W.S. Jawdkar, TMH
- ERP – Rajesh Ray, TMH
- IT for Managers – Susila Madan, Taxman

2 nd Semester	18MBA208	Corporate Strategy	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective :

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

Module I :

STRATEGY AND PROCESS : External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II :

INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE: Industry Analysis - Porter’s Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

Module III :

STRATEGYIMPLEMENTATION AND EVALUATON :The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy-Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances -Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic ControlSystems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

Books:

- Strategic Management & Business Policy, Azar Kazmi, TMH,
- Strategic Management, R. Srinivasana, PHI,
- Strategic Management, Haberberg&Rieple, Oxford ,
- An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
- Strategic Management & Entrepreneurship, D.Acharya& A. Nanda, HPH

2 nd Semester	18MBA209	Entrepreneurship Development	L-T-P 3-0-0	3 Credits	35 hrs
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Course objectives:

1. To sensitize the students to understand entrepreneurship as a career and skill required for it.
2. To provide knowledge on entrepreneurial environment and related issues.
3. To encourage learner to take entrepreneurship as profession and to participate in business incubation.

Module-I:

Entrepreneurship: Concept of entrepreneurship and intrapreneurship, Types of Entrepreneur, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Module-II :

Environmental Analysis for Enterprise :Entrepreneurial Environment, Identification of Opportunities, Converting Business Opportunities into reality. Start-ups and business incubation,Setting up a Small Enterprise. Issues relating to location, EnvironmentalProblems and Environmental pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan.

Accounting for small business, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

Module-III :

Startup and Business Incubation : Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

Books:

- Entrepreneurship Development and Management, Vasant Desai, HPH
- Entrepreneurship Management, Bholanath Dutta, Excel Books
- Entrepreneurial Development, Sangeeta Sharma, PHI
- Entrepreneurship, Rajeev Roy, Oxford University Press

2nd Semester	18MBA210	Personality Development Lab.	L-T-P 0-2-0	0Credits	15hrs
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Course Objective :

1. To improve the students' confidence, grooming, and communication skills.
2. To develop self-awareness in the students for the purpose of impression management and expectation management.
3. To prepare the students for On-line Aptitude Tests, Group Discussions, and Interviews during the recruitment process.

Emphasis to be laid on the following aspects in the lab activities:

1. What and why of personality development
2. Components : Physical appearance, confidence, voice;Communication style; Dressing and Grooming for success.
3. Introductions, Greetings, and the Art of Conversation.

4. Office Etiquette and Travel Etiquette.
5. Time Management Skills : Assessment of the present level of time use; Awareness of major time-wasters ; Practice of better time management techniques.
6. Self-concept; Self-awareness through SWOT analysis; Impression Management.
7. Expectation Management and Sustainability on the job : Awareness Raising through Case Studies.
8. Taking an On-line Aptitude Test in English
9. Group Discussion Practice
10. Facing Job Interviews.

Summer Internship projects and Presentation Guidelines.

- a. The students are required to choose an organization for summer internship on completion of the 2nd semester. The college authority need to provide adequate counseling to the students looking at his / her area of interest during the second semester.
- b. The student shall be attached to a faculty in the relevant area for guidance during the internship. The students shall maintain daily diary at the summer training venue. The daily diary shall form a part of the summer internship project report. He / She has to record progress and the discussion with the officials of the Organization. On completion of the summer training, the concerned faculty as well as the official of the concerned organization shall verify the record and authenticate it.
- c. The Students while preparing the project report shall devote one chapter as to what he / she has actually done during the training period. The students should not prepare vague or false report and should avoid writing a topic relating to an elective area yet to be studied.
- d. The students must make following analysis infour chapters:
 - i. Industry Analysis
 - ii. Company Analysis
 - iii. Competitors Analysis
 - iv. Clients or customer Analysis
 - v. Challenges faced by the company.
- e. The last chapter should mention about his / her training experience in the Organization. If the students believe that there are scopes for improvement (SFI) in the area of his / her training, he / she must mention the same.
- f. The Report should be limited to 20-25 pages.
- g. The summer internship evaluation should be done during the continuance of 3rd Semester.The evaluation should be made out of 100.
- h. The Principal shall form a committee of faculty members to take the viva voce and forward the marks to the University on notice. In case, he feels the need for an external examiner, he may invite a Professor of repute and expert in the field.

SECOND YEAR DETAIL SYLLABUS

ELECTIVES:

a) FUNCTIONAL AREA : MARKETING							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3 rd	18MBA301A	Consumer Behaviour	3-0-0	3	100	50
2.	3rd	18MBA302A	Sales & Distribution Management	3-0-0	3	100	50
3.	3rd	18MBA303A	Digital Marketing	3-0-0	3	100	50

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

4.	3rd	18MBA304A	Service Marketing	3-0-0	3	100	50
5.	4th	18MBA401A	Retail Management	3-0-0	3	100	50
6.	4th	18MBA402A	Product & Branding Management	3-0-0	3	100	50
7.	4th	18MBA403A	B2B Marketing	3-0-0	3	100	50
			TOTAL		21	700	350

3rd Semester	18MBA301A	Consumer Behaviour	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

- To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.
- To identify consumer behavior and to analyze emerging issues in buying behavior.

COURSE OUTCOME:

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

Module -I:

Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, implication of these theories, Consumer decision: Process approach, Factors, influencing consumer decision making,

Segmentation, Psychographics & VALS; Diffusion of Innovations.

Module -II :

Individual Determinants of Behaviour: Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior, Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Module - III

Models of Consumer Behaviour: Engel- Kollat-Blackwell Model. Changing Consumer Behaviour and its dynamics, Consumer Behaviour in online marketing, Characteristics of modern women and Netizens. Consumer decision Journey and stages, Omni Channel Behaviour.

Books :

- Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
- Consumer Behavior Indian Perspective, Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, Satish K. Bhatra & S H HKazmi, Excel Books

3rd Semester	18MBA302A	Sales & Distribution Management	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

- To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
- To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

Module-I :

Sales Management: Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management,

Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

Module -II :

Distribution Management: Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

Module -III :

Logistics management: Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

Books :

- Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, TataMcGraw
- Sales and Distribution Management – Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L.Gupta, ExcelBooks
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

3 rd Semester	18MBA303A	Digital Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective :

- To understand online consumer behavior and concept of cyber branding.
- To understand the technological importance of SEO
- How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight future trends that will affect future development of digital marketing.

Module – I :

Basics of Digital Marketing :Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen’s expectation & influence,

Module – II :

Search Engine Marketing :PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

Module – III :

Google Analytics, AdWords, Ad Sense :Display adverting, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

Books :

- Using Google™ AdWords and AdSense, M. Miller, Que Publishers
- Digital Marketing –Kamat and Kamat-Himalaya
- Marketing Strategies for Engaging the Digital Generation, D. Ryan,
- Digital Marketing, V. Ahuja, Oxford University Press
- Digital Marketing, S.Gupta, McGraw-Hill
- Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

3rd Semester	18MBA304A	Service Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

Module-I:

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

Module-II:

Quality Issues and Models, Gap Analysis, SERVQUAL, Application ofSERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Module –III:

Building customer relationships- Relationship marketing, Relationship value ofcustomers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, EducationServices, ITES, Telecom services, Health Services.

Books :

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, AjayPandit, McgrawHill
- Services Marketing –Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
- Services marketing, GovindApte, Oxford UniversityPress
- Services marketing, Rajendranargundkar, Tata McgrawHill

4th Semester	18MBA401A	Retail Management	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student’s capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

Module -I :

Emergence of organized retail in India, Retailing–Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

Module -II :

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

Module -III :

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

Books :

- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, Mc GrawHill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management ,Suja Nair, Himalaya Publishing Home

4 th Semester	18MBA402A	Product & Branding Management	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective:

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

Module – I :

Product Management : Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

Module-II :

Branding : Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

Module- III :

Brand management : Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

Books :

- Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill publications
- Brand Management Practices –Sashikumar -Himalaya
- Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
- Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- Product Management, S. A. Chunawalla, Himalaya Publishing House.
- Strategic Brand Management, K. L. Keller, 2nd Edition, Pearson Publications.

4 th Semester	18MBA403A	B2B Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives:

- To provides theoretical, imperial and casebased concepts geared to the needs of the students interested to work in business to business market.
- To study the Strategic Market Planning for Products and Channels in B2B Market

Module-I

Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

Module-II

Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high

performance, Pricing and bidding, Role of branding in B2B marketing.

Module-III

Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management–need & importance in Business Marketing, Tendering and quotation management, negotiation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

Books :

- B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
- B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
- B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
- Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
- B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

b) FUNCTIONAL AREA : FINANCE							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3 rd	18MBA301B	Security Analysis & Portfolio Management	3-0-0	3	100	50
2.	3rd	18MBA302B	Financial Derivatives	3-0-0	3	100	50
3.	3rd	18MBA303B	Advanced Management Accounting	3-0-0	3	100	50
4.	3rd	18MBA304B	Project Appraisal and Financing	3-0-0	3	100	50
5.	4th	18MBA401B	Business Taxation	3-0-0	3	100	50

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

6.	4th	18MBA402B	Behavioural Finance	3-0-0	3	100	50
7.	4th	18MBA403B	Mergers and Corporate Restructuring	3-0-0	3	100	50
			TOTAL		21	700	350

3rd Semester	18MBA301B	Security Analysis & Portfolio Management	L-T-P 3-0-0	3 Credits	35 hrs
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OBJECTIVES: To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

Module-I:

Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on single Asset and on 'n' assets portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

Module-II

Investment Models, Selection: Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optional portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

Module-III:

Fundamental and Technical Analysis and evaluation: Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, Portfolio management strategies.

Books:

- Security Analysis & Portfolio Management, S.Kevin, PHI
- Security Analysis & Portfolio Management, P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
- SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill

3rd Semester	18MBA302B	Financial Derivatives	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective: This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

Module-I

Financial Derivatives – An overview :Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

Module-II

Future Market : Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

Module-III:

Options Market and SWAP:Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, And Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

Books:

- Options , Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management, Srivastava, Oxford
- Derivatives and Risk Management, Verma J.R, TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

3 rd Semester	18MBA303B	Advanced Management Accounting	L-T-P 3-0-0	3 Credits	35 hrs
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Module-I.

Introduction to Cost Accounting and Management Accounting: Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II.

Methods and Techniques: Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Short term decisions using variable costing, short term decisions using relevant costing, Product costs using activity based costing.

Module-III

Management Tools: Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material, Labour and Sales). Balance Score card for measuring total business unit performance. Financial Measures of Performance : Investments and EVA

Books:

- A text book on Cost and Management Accounting, M.N Arora, Vikas
- Advanced Management Accounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House
- Management Accounting, Khan and Jain, Mc GrawHill

3rd Semester	18MBA304B	Project Appraisal and Financing	L-T-P 3-0-0	3 Credits	35 hrs
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Module - I: Project Identification and Formulation

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

Module-II: Project Cost Estimation and Project Appraisal:

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

Module -III: Project Financing and Risk Analysis

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination,

Reference Books:

- Project Appraisal and Financing – Lath, Prasar-Himalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.Singh-HPH
- Projects Management ,Prasanna Chandra, Mc GrawHill

4 th Semester	18MBA401B	Business Taxation	L-T-P 3-0-0	3 Credits	35 hrs
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Module-I:

Direct Taxation: Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

Module-II:

Income sources: Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions.

Module-III:

Introduction to indirect taxation: Computation of tax under GST, Value added tax.

Books:

- Business Taxation – Mohapatra, Sahu - Himalaya
- Business Taxation - A. Pathak and S. Godiawala , Mc Graw Hill Publication
- Taxation - Singhanian ,Taxmann
- Taxation – Hariharan

4 th Semester	18MBA402B	Behavioural Finance	L-T-P 3-0-0	3 Credits	35 hrs
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Module- I

Foundations of Finance: Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

Module –II

Prospect Theory: Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg’s paradoxes, Investors sentiments and Bubble creation.

Module-III:

External Factors and investors behavior: Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

Reference Books:

- Behavioral Finance: Sinha PK - Himalaya
- Behavioral Finance: Shuchita Singh and Batt, Vikas.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

- Value investing and behavioral Finance, Parag Parikh, TMH
- Understanding Behavioral Finance, Cengage
- Behavioral Finance, Chandra, Mc GrawHill

4 th Semester	18MBA403B	Mergers and Corporate Restructuring	L-T-P 3-0-0	3 Credits	35 hrs
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Module-I:

Financial Policy and Corporate Strategy: Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals

Module-II:

Mergers and Takeover: Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures

Module-III:

Corporate Restructure: Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

Books:

- Mergers Acquisition and corporate restructuring –Sinha PK - Himalay
- Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi
- Strategic Financial Management, Jakhotia, Vikas
- Strategic Financial Management, Ravi M Kishore, Taxman

c) FUNCTIONAL AREA: HUMAN RESOURCES							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301C	Manpower Planning	3-0-0	3	100	50
2.	3rd	18MBA302C	Employee Relations	3-0-0	3	100	50
3.	3rd	18MBA303C	Compensation and Benefit Management	3-0-0	3	100	50
4.	3rd	18MBA304C	Performance Management System	3-0-0	3	100	50
5.	4th	18MBA401C	Team Dynamics at work	3-0-0	3	100	50
6.	4th	18MBA402C	Strategic HRM	3-0-0	3	100	50
7.	4th	18MBA403C	Industrial Legislations	3-0-0	3	100	50
			TOTAL		21	700	350

3rdSemester	18MBA301C	Manpower Planning	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objective: To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

Module – I :

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting – Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

Module – II :

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

Module – III :

Strategic HRP : Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

Books :

- Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya
- Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience,1971
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

3 rd Semester	18MBA302C	Employee Relations	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVE:

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

Module - I:

Introduction to Employee Relations: Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

Module – II :

Industrial Relations : Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function. Industrial Dispute :Code of Discipline and Grievance

Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

Module – III :

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

Books:

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. LabourWelfare,Trade Unionism and Industrial Relation- Puneker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions &Labour Legislation, Sinha &Shekhar, Pearson
5. Industrial Relations, Monappa, TMH

3rd Semester	18MBA303C	Compensation and Benefit Management	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVE:

- 1. To learn basic compensation concepts and the context of compensation practice
- 2. To learn the concepts of payment and employee benefits issues.
- 3. To understand various benefits an employee can avail during service.

COURSE OUTCOME:

- 1. Students can apply various compensation scheme and employee welfare measures at workplace which can help them for better human resource management.

Module I:

Conceptual and Theoretical Aspects of Compensation: Concept of compensation, The 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

Module-II:

Wage Administration and Wage Determination: Principles of Wage and Salary

administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

Module III:

Employees Benefits: Overview of Employee’s Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

Books:

- Compensation Management – Bhatia Kanchan, HPH
- Compensation, Milkvich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
- Compensation and Reward Management, B.D. Singh, Excel Books
- Compensation Management in a Knowledge, Based World, Henderson, Pearson

3 rd Semester	18MBA304C	Performance Management System	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- 1. To describe the nature of performance management and outline the core objectives of performance management
- 2. To Identify the different performance appraisal techniques that can be used by organizations.

COURSE OUTCOME:

- Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

Module-I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Module-II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

Reward Systems and Legal issues: Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management

to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Module-III: Performance Management Application & Improvement: Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

Books :

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu, Excel Books

4 th Semester	18MBA401C	Team Dynamics	L-T-P 3-0-0	3 Credits	35 hrs
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Module-I :

Characteristics and Process: Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

Module – II:

Basic issues before Team: Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

Module –III:

Organizational Context of Teams: Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

Books:

- Group Dynamics for Teams, Daniel Levi, Sage Publications
- Group Dynamics and Team Intervention, Timothy M Franz, Wiley
- Team Building, Dyer and Dyer, Wiley
- Group Dynamics, Donelson R Forsyth, Thomson
- Successful Team Building Tools- Elaine Biech, Pfeiffer

4 th Semester	18MBA402C	Strategic HRM	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVE:

To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

Module – I :

Understanding Strategic HRM : Introduction : Traditional Vs. Strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

Module – II :

Aligning HR Systems with business strategy: Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

Module – III :

International and comparative strategic HRM: Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

Books :

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Strategic Human Resource Management-Rajees Viswanthan -Himalay
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.

4 th Semester	18MBA403C	Industrial Legislations	L-T-P 3-0-0	3 Credits	35 hrs
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Module- I:

Labour and Employment Laws in India: Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act,1948; Employees’ Compensation Act,1923,

Module - II:

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees’ Provident Fund Act,1952; Employees’ State Insurance Act, 1972; Payment of Bonus Act,1965.

Module - III:

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

Books:

- Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
- Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
- Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar , Vrinda
- Labour Laws, Taxmann.

d) FUNCTIONAL AREA: OPERATIONS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301D	Supply Chain Management & Logistics	3-0-0	3	100	50
2.	3rd	18MBA302D	Pricing and Revenue Management	3-0-0	3	100	50
3.	3rd	18MBA303D	Operations Strategy	3-0-0	3	100	50
4.	3rd	18MBA304D	Sales and Operation Planning	3-0-0	3	100	50
5.	4th	18MBA401D	Management of Manufacturing System	3-0-0	3	100	50
6.	4th	18MBA402D	Sourcing Management	3-0-0	3	100	50
7.	4th	18MBA403D	Operations Research Applications	3-0-0	3	100	50

			TOTAL		21	700	350
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3rd Semester	18MBA301D	Supply Chain Management & Logistics	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students

Module I : Supply Chain Foundations: Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

Module II: Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

Module III: Aligning logistics to customer needs: Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs.

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Books:

- Supply Chain and Logistics Management, Bowersos, Mc GrawHill
- Operations and Supply Chain Management, Chase, Shankar, Jacobs, Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

3 rd Semester	18MBA302D	Pricing and Revenue Management	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

Module – I: Introduction to Revenue Management [RM] :

Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing – Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

Module – II : Economy of Revenue Management :

Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre–commitment and Demand Uncertainty, Peak–load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

Module – III : Network and Capacity Control in Revenue Management

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement

BOOKS :

- Kalyan T Talluri, Garrent J. Van Ryzin,|| The Theory and Practice of Revenue Management||, Springer Publications, New York,2004
- Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations||, Amer Hotel and Motel Association,2010

3rd Semester	18MBA303D	Operations Strategy	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To make understand the students about what is operations strategy and how its applied in the field of operationsmanagement
- To offer operations strategy in terms of business process, capacity, technology and facilitiesdomains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chainmanagement

Module – I : Operations strategy – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

Module – II : Systems & Processes and Capacity Strategy and Management – Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

Module – III : Quality Strategy, Purchasing and Supply network strategy - Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a valuechain

BOOKS :

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications,

3rd Semester	18MBA304D	Sales and Operation Planning	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

Module – I : Operations Planning: Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

Module – II : Capacity Planning: Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

Module – III :Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor–Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

BOOKS :

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint2018.
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited,2017.
- Aswathappa, K.,ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House,2014
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rdEdition,2015
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint2013)

4 th Semester	18MBA401D	Management of Manufacturing System	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To make the students to understand underlying concepts of general manufacturing systems
- To provide more insights on cellular manufacturing systems
- To expose the students in to Just-in-Time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and Flexible manufacturing systems

Module – I : Manufacturing systems – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements –Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis, Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis & minimization of inter-cell movement.

Module – II : Just-in-time systems – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems, –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

Module – III : Synchronous manufacturing (Theory of Constraints) – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS, Machine loading and scheduling.

BOOKS :

- Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc.,1999
- T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications,1996
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rdEdition,2015
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited,2017.
- Aswathappa, K.,ShridharaBhat, K., Production and Operations Management , Himalaya Publishing House,2014

4 th Semester	18MBA402D	Sourcing Management	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

Module – I : Introduction to Global Sourcing – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy, Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation– Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

Module – II : Supplier Research and Market Analysis– Vendor Rating – Objectives, Self certify vendor management, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals – Planning and Methods, Contract negotiation, Vendor performance monitoring and controlling.

Module – III : Analytical Tools in Sourcing, Pricing Analyses : Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing, Green Sourcing.

BOOKS :

- Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications,2011
- Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage Publications,2017
- Sathit Parniangtong, Supply Management: Strategic Sourcing, Springer Publications,2016
- Robert W. Turner, Supply Management and Procurement: From the Basics to Best-in-class, J.Ross Publishing,2011

4th Semester	18MBA403D	Operations Research Applications	L-T-P 3-0-0	3 Credits	35 hrs
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COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programming applications
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

Module – I : Overview of Operations Research –Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory’s Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

Module – II :Scheduling System – Single machine, Flow shop and Job shop Scheduling methods –Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

Module – III :Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale’s method and Wolfe’s method. Staff transfers Problem– Two stage supply chain distribution problem.

BOOKS :

- KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co.,2014
- HamadyTaha: Operations Research, Mac Millan Co.,2016
- Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition,2017.
- J.K.Sharma, Operations research Theory and applications,2012
- Pradeepprabakarpai, Operations research – Principles and practice, oxford higher education,2012
- Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co.,2003

FUNCTIONAL AREA: SYSTEMS MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301E	Data Mining for Business Decisions	3-0-0	3	100	50
2.	3rd	18MBA302E	Business Analytics	3-0-0	3	100	50
3.	3rd	18MBA303E	E-Commerce and	3-0-0	3	100	50

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

			Digital Markets				
4.	3rd	18MBA304E	Managing Digital Platforms	3-0-0	3	100	50
5.	4th	18MBA401E	Strategic Management of IT	3-0-0	3	100	50
6.	4th	18MBA402E	Managing Digital Innovation and Transformation	3-0-0	3	100	50
7.	4th	18MBA403E	Managing Software Projects	3-0-0	3	100	50
			TOTAL		21	700	350

3rd Semester	18MBA301E	Data Mining for Business Decisions	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To acquaint students with the theoretical and practical elements of Data Mining and their applications.
- To acquire practical exposure in analyzing a business problem using appropriate model
- To develop the skills to use the model for a predictive analytical solution

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

Module-I :Introduction to Data Mining – Deriving Value from Data Mining – Applications– Basic concepts,Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis–Visualizing Data– Applications

Module-II :Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications.Market Basket Analysis – Association rule mining – Naïve Bayes Analysis –Applications

Module-III :Best Practices in Data Analytics and BI – clustering – Decision trees-Neural networks-Associations/Market Basket analysis-Text Mining

Books :

- Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
- Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
- Anasse Bari, Mohamed Chaouchi and Tommy Jung ,PredictiveAnalytics, Willey,2015
- Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
- Dean Abbott, Applied Predictive Analytics, Willey, 2014

3rd Semester	18MBA302E	Business Analytics	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions
- To identify the choice of tools to address the Business problems
- To use advanced analytical tools to analyze complex problems in uncertainty

Module – I: Business analytics - need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics; Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association

Module – II: Data Visualization for Manager: Visualization imperative-Message to charts- Visual Perception-Grammar of Graphics (Using R)- Component level design of tables and graphs-Storytelling using Visualization;

Module – III: SPSS – Introduction – Frequency Tabulation – Parametric tests – Non Parametric Tests – Regression Using SPSS – Factor Analysis; Data analysis using R – R Studio – Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables – Regression script - Rattle for R

Books :

- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning
- SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing —, McGraw Hill
- Bernard Marr, “Big Data : Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
- R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), JorisMeys (Author)

3rd Semester	18MBA303E	E-Commerce and Digital Markets	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- Students will learn about foundations of E-Commerce.
- Students will be able to E-Business plan and address E-Commerce related issues.
- Students will gain insights on Business incubators.
- Students will learn about the E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship

Module – I:

E-Commerce :Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

Module – II :

Digital Payment Systems Introduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

Module – III:

E-business Channel functions & E-Business Entrepreneurship Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function, Designing Electronic market – strategic E-Marketing – E – Marketing Tool –E-Business Entrepreneurship

Books :

- Kenneth C.Laudon Carol GuercioTraver —E-Commerce , 14th edition, 2018, Pearson.
- Russ, Henneberry —Digital Marketing for Dummies| Willey January 2017
- S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective|PHI , Edition, 2016
- Gary P.Schneider —Electronic Commerce| Course Technology Inc 12th edition 2017
- VandanaAhuja —Digital marketing| OXFORD HIGHER Education, 3th edition 2017
- ShivaniArora —E-Commerce| 2017 edition.

3rd Semester	18MBA304E	Managing Digital Platforms	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital Platform

Module – I: Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises –Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

Module – II: Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies ,Future of Digital Platforms – Participation – Social Media Strategies.

Module – III: Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self-Branding Strategies – Digital business Innovation – Decision Rights and Control

Books :

- Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 16– Dec–2016
- Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High–Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
- Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
- Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
- Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08– Apr–2016

4 th Semester	18MBA401E	Strategic Management of IT	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the Strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

Module – I: Strategy Formulation: Levels and formulation of strategy – Process– Types of Strategy–Top–down approaches to Planning for Strategic IT Applications **Value Chain Analysis:** The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

Module – II: IT Strategy: Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios, **Strategy Information:** Strategic information systems (SIS)– Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

Module – III: Transformation Drivers: Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

Books :

- CA. Deepak Pandian & CA. Aneesh Noor Mohammed, Strategic Management & Information Technology Paperback, Kothari Academic & Research Publications, 2016.
- Neil Ritson, Strategic Management, Ventus Publishing ApS, 2011.
- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University, Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson MyLab Management with Pearson eText, Global Edition, ©2019 Availability: 01 Mar 2018 •
- Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers, 1st Edition, by J.–C. Spender, Oxford University Press, 2014
- Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010

4 th Semester	18MBA402E	Managing Digital Innovation and Transformation	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

Module-I :Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

Module-II :Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self–service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

Module-III :Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

Books :

- Herbert, Lindsay; Digital Transformation: Build your organization’s Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, McGraw Hill Education (India) Private Limited,2017 (23rd reprint)
- Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
- Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

4th Semester	18MBA403E	Managing Software Projects	L-T-P 3-0-0	3 Credits	35 hrs
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Course Objectives

- To understand software Project Management and to know the different software development models.
- To understand Software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for Software Projects.
- To know how to monitor and control Software Projects.

Module – I:

Introduction to Software Project Management :Introduction– Software Project –vs–other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

Module – II:

Project Evaluation and Programme Management :Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

Module – III:

Selection of an appropriate project approach and Software Effort estimation: Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

Books :

- Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
- Joel Henry, Software Project Management, Pearson, 2011
- Kathy Schwalbe, Project Management in IT, Cengage, 2011
- Sanjay Mohapatra – Software Project Management – Cengage –2011

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

FUNCTIONAL AREA: RURAL MANAGEMENT							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	18MBA301F	Agribusiness Management	3-0-0	3	100	50
2.	3rd	18MBA302F	Rural Marketing	3-0-0	3	100	50
3.	3 rd	18MBA303F	Rural Development	3-0-0	3	100	50
4.	3rd	18MBA304F	Livelihood and Development Management	3-0-0	3	100	50
5.	4th	18MBA401F	Rural Credit and Micro Finance	3-0-0	3	100	50
6.	4th	18MBA402F	Cooperative Management	3-0-0	3	100	50
7.	4th	18MBA403F	Strategies for Smart Villages	3-0-0	3	100	50
			TOTAL		21	700	350

3rd Semester	18MBA301F	Agribusiness Management	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

Introduction of Agri Business

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

Module-II

Agri-Business Environment

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

Module – III

Legislations and Recent trends

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

Books:

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

3rd Semester	18MBA302F	Rural Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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Objectives: Its objective is to equip students more strongly for a career in marketing agri-inputs and outputs, food products, consumer goods, crafts and services, and in developing rural markets and value chains.

Module-I:

Rural Market Structure, Rural consumer buying behaviour, Rural Marketing environment, Rural Marketing Information System, Research and Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of Rural marketing, Rural Marketing Agencies.

Module-II:

Rural Marketing Mix, Product decisions, Pricing Decisions, Promotion decisions, Distribution and Channel Management, Relationship Management, Physical distribution, Sales force management

Module-III:

Agri-marketing Scope, Role in Economics development, Demand and Supply of farm products, Marketing of Agricultural inputs and farm products, Strategy for agri-marketing

Books:

- Rural Marketing- RRamakrishnan, Pearson
- Rural Marketing- Dogra and Ghuman, TMH
- Rural Marketing- Badi and Badi- HPH
- Rural Marketing, Kashyap

3rd Semester	18MBA303F	Rural Development	L-T-P 3-0-0	3 Credits	35 hrs
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Module-1 :

Meaning, Importance, scope and objectives of rural Development; Various approaches to Rural Development – Gandhian approach for Community development, I.A.D.P., I.R.D.P., N.R.E.G.A., Neo Gandhian, (PURA), Need Based and demand based centers. Rural Development experiences of some Asian Countries – China, Malaysia, Sri Lanka, Bangladesh.

Module-2 :

Programmes for Rural Development in India since Independence, Rural Development policies during planning period; Administrative structure, The focus and thrust of Rural Development programmes: Poverty alleviation, employment generation; Current status of Rural Development programmes and the emerging challenges. Process of Urbanization and Rural-Urban link.

Module-3 :

Rural Development Administration and Panchayat Raj Institutions: Panchayat Raj System, functions of Panchayat Raj System, Sources of income for Panchayats, merits and demerits of Panchayat system, strengthening of Panchayat Raj System, Rural Development administration. People's Participation in Rural Development: Importance of people's participation, some problems, measures of strengthen people's participation.

Government Agencies: Work and planning of central and state government, role of Banking and Co-operative sector for tribals, rural youth, women and children, BPL group, mal-nutrition group and farmers. Voluntary Agencies or Autonomous Organization: importance, superiority, limitations and strengthening, Gandhian approach of Rural Reconstruction.

Books:

- Rural Development-Principles,Policies and Management, Katar Singh
- Fundamentals of Rural Development, TahirHussain
- Rural Development in India, B.K.Sahu

3rd Semester	18MBA304F	Livelihood and Development Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: It is aimed at providing a closer understanding of various livelihood models and approaches, and their applications and experiences at national and international level, and the issues and challenges confronted in building sustainable livelihoods.

Module-I :

NGO Management, Agri-based, livestock-based and natural resource-based livelihood options in rural areas. Development Programs in various sectors (Health, Education, WASH, Food Security and Nutrition), policies, institutional mechanisms.

Module-II:

Decentralized planning and governance, Disaster Management, Relief and Rehabilitation and Development Training.

Module- III:

Processing and preservation of foods.

Scope of food processing; historical developments; principles of food processing and reservation. Processing and preservation by heat: blanching, pasteurization, sterilization and UHT processing, canning, extrusion cooking, dielectric heating, microwave heating, baking, roasting and frying, etc.

Processing and preservation by low-temperature- refrigeration, freezing, CA, MA, and dehydro-freezing. Processing and preservation by drying, concentration and evaporation-types of dryers and their suitability for different food products; ultra- filtration, reverse osmosis.

Processing and preservation by non-thermal methods, irradiation, high pressure, pulsed electric field, hurdle technology. Use and application of enzymes and microorganisms in processing and preservation of foods; food fermentations, pickling, smoking etc; Food additives: definition, types and functions, permissible limits and safety aspects.

Books:

- Rural Development and Livelihoods in India, Niranjana Sahoo
- Food Processing and Preservation, S Sivasankar, PH

4th Semester	18MBA401F	Rural Credit and Micro Finance	L-T-P 3-0-0	3 Credits	35 hrs
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MODULE –I:

Financing Rural development : Functions and policies of RBI in Rural banking, NABARD---- Functions, Role, Refinance support. Lead Bank Approach, State level and District level credit committees. Rural credit institutions: Co operative credit societies and Banks, LDBs, RRBs, Commercial banks. Financial inclusion and inclusive growth for Rural development banking, concept of Business facilitation and Business correspondents in Rural financing.

Financing agricultural and allied activities like horticulture, fishery, social forestry etc. Crop loans-- Assessment, sanction, disbursement, rephasing. Term loans for irrigation, Farm mechanization. Financing Rural Non Farmsector(RNFS), segments in RNFS, role of Development and Promotional institutions in RNFS.

MODULE-II:

Problems and Prospects in Rural banking and Priority sector financing :

Components of Priority sector, RBI guidelines for priority sector financing, Rural housing and Urban housing schemes under priority sector and their refinance, Education loans. Role of Rural banking, Problems of Rural branches of Commercial banks- transaction costs and risk costs. Technology based Financial inclusion, Emerging trends in Rural banking- Financing poor as bankable opportunity.

MODULE: III:

Perspectives of Micro finance : Definition, Scope and importance of Micro Finance, Evolution and character of Micro Finance in India, Supply of Micro Finance:- Non institutional sources and Institutional sources, Transaction of borrowing and lending from institutional sources; Micro finance distribution models, Regulation and supervision of NGOs, MFIs, MACSs; MFIs as Banks, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, Grameen joint liability group model, SHG model, Village Banking model. Indian SHGs: problems and issues; SHG-Bank linkages programmes in India.

Micro Finance products: Micro credit, Micro savings, Micro insurance; Micro Finance services, Micro Finance and Rural financial services, Agriculture Micro Finance. Risks in MFIs: Functional risks, Financial risks and External risks; Risks in Agricultural Micro Finance and Feasibility tests for agricultural credit, Strategic Risk Minimization. Accounting and Financial Reporting, Financial Analysis. Impact Assessment of Micro Finance:- Household level, Individual level, Enterprise level. Social Assessment of MFIs: Measuring social performance, Social rating components

Books:

- Microfinance-Principles and Approach, V Rengarajan
- Microfinance in India, Rais Ahmad
- Essentials of Microfinance, Sulphrey, Vivek Vaswan

4th Semester	18MBA402F	Cooperative Management	L-T-P 3-0-0	3 Credits	35 hrs
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Module- I :

Theory of Co-operation: Definition-Scope and importance of Co-operation-Basic Values & Principles of Co-operation – Cooperation versus capitalism & socialism- Co-operative sector school and Common wealth school-Federal Vs Unitary structure –Small size Vs Large size society- Advantages and limitations of state aid to co-operatives - Role of officials and non-officials in Co-operative movement.

Origin and growth of Co-operative movement in India –Major developments in post-independence period-Short-term& Medium term credit structure-(SCBS, DCCBS & PACS) – Long term credit structure-(SCARDBs & PCARDBs) National Level Cooperative institutions in India-NCDC, NCCF, NDDB, NCUI.

Module – II

Cooperative Management: Concept of Management-Definition- Principles-Functions-Problems of Management – Cooperative Management - Principles of Cooperation and Principles of management –Role of Officials in Cooperative Management-Registrar of Co-operative Societies and his Role-General Body of Members - Board of Directors- Managing Committee - Functions of Board of Directors- Powers and Functions of Chairman/ President-Duties and Functions of Secretary of Cooperative Societies-maintenance of Records and Statistics.

Module – III:

Cooperative Banking :Special features of Cooperative banking – structural pattern and functions- Role of Cooperative banking in India-Vaidyanathan Committee recommendations on Cooperative credit -Urban cooperative banking in India-Need, importance, structure and functions, Banking regulation Act as applicable to Cooperative banks in India.

Books:

- Co-operative Management- Principles and Techniques, S Nakkiran
- A text Book on Cooperative Management, DrP.C.Dhal

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

4th Semester	18MBA403F	Strategies for Smart Villages	L-T-P 3-0-0	3 Credits	35 hrs
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Module-I:

Introduction of a smart village, Issues concerning income generation, Education and skill development and Agriculture

Module – II:

Issues relating to Housing, Energy, Waste Management and water and sanitation management

Module – III:

Issues concerning Transport, Health and well-being, Environment and Governance

Books:

- Planning, Housing and Infrastructure for smart villages, Hemant Doloi, Ray Green and Sally Donovan, Routledge

3rd Semester	18MBA301F	Agribusiness Management	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

Introduction of Agri Business

Scope, Nature, Significance and challenges. Functional Classification of Agri Business, Agribusiness Network, Agri Business value chain, contract farming, cooperative farming, Group farming, corporate farming, Production of hi-tech agri crops, agro based industries, Role of Agriculture in Indian Economy.

Module-II

Agri-Business Environment

Characteristics of demand for farm products, Characteristics of farm product markets in India, Forecasting demand for food products.

Institutional Framework of Indian Agriculture- institutions of ownership holdings and operational holding, land tenure system, Land reform policy. Agricultural Finance: Sources, Institutional system, NABARD and co-operative credit for Agriculture sector, Crop insurance and Kisan Credit card.

Module – III

Legislations and Recent trends

Essential Commodities Act, Food Adulteration Act, Food safety and standards.

Recent trends- Green houses, Role of Bio Technology in Agriculture, Commercialization of agriculture, Tissue culture, Green house operations, Genetically modified crops, Emerging trends in production, marketing and exports of agro products.

Books:

- Fundamentals of Agricultural Economics, Sandhu and Singh, HPH
- Agricultural Problems in India, Agrawal and Kundan, Vikas
- Transforming Traditional Agriculture, TW Schultz
Bare Acts.
- Agriculture and Agri-Business management, Smita Diwase, Krish Resource Management Network, 2009.

3rd Semester	19MBA302G	Agricultural Commodity Trading	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: To understand the marketing procedure for commodity futures through commodity exchanges

Module –I

Introduction to commodity derivatives and price risk management in agricultural markets; organizational setup of exchanges and specifications of futures contracts in world's leading commodity exchanges

Module-II

Mechanics of forward transaction and futures trading; hedging price risk using futures contracts; option transaction concept and mechanism, price discovery mechanism and market efficiency

Clearinghouse and margin system; clearing, settlement and delivery of contracts

Module – III

Market surveillance and risk control; trading in warehouse receipts (WRs): WRs and collateralized commodity financing

Regulation of futures and trading practices in leading national and regional exchanges in India.

Books:

- Hull, John C. 2017. *Fundamentals of futures and options markets*, Boston, Pearson publication.
- *Derivatives and Risk Management*, Srivastav, Oxford
- Ram, P. V. and Bala, S. D., 2016, *Strategic Financial Management*. Snow White Publ.

3rd Semester	19MBA303G	Agricultural Marketing Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: To provide the students an understanding of concepts, policies, strategies and decisions relating to marketing that can be associated with agribusiness organizations.

Module –I

Meaning and scope; Agricultural market structure – meaning, components and dynamics of market structure; agricultural marketing and economic development, functions of agricultural marketing

Benefits of infrastructural developments in the field of agricultural marketing; physical Infrastructure; institutional infrastructure- Public Sector Institutions (Regulatory Central/State Institutions for marketing of agricultural produce, Agencies for warehousing, Other important organizations in Agricultural Marketing Government/ Government Sponsored Autonomous Bodies), Co-operative Institutions in Agricultural Marketing

Major changes in policy and marketing strategies of farm supplies; Marketing management (Product, pricing, distribution and promotion) of farm inputs- fertilisers, seeds, plant protection chemicals, electricity, water, farm machinery, animal feed and medicines etc.

Module-II

Marketing management of products from plant origin, products from animal origin and processed products; export potential of agro-based products. An overview of marketing of processed food products, marketing strategies, marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Value Chain in Food Retailing: value chain and value additions across the chain in food retail, Principal trends in food wholesaling and retailing, Competition and pricing in food retailing, various retailing formats, the changing nature of food stores, market implications of new retail developments, food service marketing.

Module – III

Marketing Mix in Food Retail Management, Merchandise Management, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix

for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers & Brand Management in Retailing.

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Logistics, procurement of Food products and Handling Transportation of Food Products. Retail Sales Management: Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

Books:

- Singh, Sukhpal, 2011. *Fresh food retails in India: Organisation and impacts*, Allied publishers Pvt. Ltd., New Delhi
- Mahapatra S, 2017, Food Retail Management, Kalyani Publishers, Delhi
- Zentes, Joachim, Morschett, Dirk, Schramm-Klein, Hanna (2017). *Strategic Retail Management: Text and International Cases*, Springer Gabler
- Agrawal, Narendra, Smith, Stephen A. (2015). *Retail Supply chain Management: Quantitative Models and Empirical Studies*, Springer; 2nd revised edition
- Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
- Kohls, R. L. and Uhj, J. N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
- Kotler P. Keller K, Koshy A. & Jha M. 2013. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu.
- Mohan J, Agri-Marketing Strategies in India, NIPA
- Sharma Premjit. 2010. Agri-Marketing Management, Daya Publishing House

3rd Semester	19MBA304G	Agricultural Input Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: The present course aims at familiarizing the participants with various aspects of agricultural input marketing in India. This will help them in gaining a deeper understanding of the four P's of marketing as applied to agricultural input marketing. Also an exposure to social and ethical issues is oriented in the course.

Module –I

Market for agricultural inputs-Nature of demand, promotional media, nature of competition, a framework for understanding the markets for inputs, agronomic potential, agro economic potential, effective demand, actual consumption.

Marketing of seeds-Government policy, product, trade practices in seed production, seed pricing, input costs, distribution system, management of seed distribution. proper storage of seeds, promotion, problems faced by seed industry, strategy for a seed enterprise, source of seeds, terms of transaction for seed procurements.

Module-II

Marketing of fertilizers-Nature of Indian fertilizer market, product, fertilizer distribution, marketing cost and margins, credit, dealer selection and management, fertilizer promotion and extension, promotional program, advertising in fertilizers, emerging marketing mix in fertilizer, extension strategy for the future, marketing of biofertilizers, strategies for fertilizer marketing.

Marketing of pesticides-Market profile, structure of industry, farmer behaviour, problems of farmers in pesticide purchase and usage, marketing mix, bio pesticides market development and promotion activities, problems in marketing of bio pesticides. Integrated pest management.

Module – III

Marketing of tractors-Segments in tractor market, market share, nature of demand, buyer behaviour, role of distribution, promotion, MNC's. Marketing of credit-Nature of market, market segment, market players, marketing mix, marketing options. Strategies for input marketing-Client and location specific promotion, joint promotion, interdependence of input markets, management of demands, developmental marketing, usp, extension services, ethics in business, sustainability. Management and optimisation of water inputs Alternative farming technique such hydroponics , aquaponics , permaculture etc, . Use of modern technology such as sensors, 'Smart fields' , cloud services and the technology startup ecosystem for soil-water & crop management.

Books:

- S. P. Seetharaman :*Agricultural Input Marketing*, Oxford & IBH Pub. Co.
- C. S. G. Krishnamacharyulu: *Rural Marketing : Text and Cases*, Pearson Education India
- Mahapatra S., *Management of Agricultural Inputs*, New India Publishing Agency, Delhi
- Pingali Venugopal (2014). *Agri-input Marketing in India*, SAGE Publication; 1st Edition
- S. S Acharya, N. L Agarwal (2012) *Agricultural Marketing in India*, Oxford &Ibh Publishing Co. Pvt Ltd.; 6th Edition

4 th Semester	19MBA401G	Agricultural Supply Chain Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: To introduce the students to the concepts, processes and framework of agricultural supply chain management.

Module –I

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Innovations in Global Agri-SCM

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. SCM Metrics/Drivers and Obstacles.

Module-II

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

Module – III

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. Case Studies on the following: (a) Green Supply Chains (b) Global Supply Chains (c) Coordination in a SC. Value of and distortion of information: Bullwhip effect (d) Sourcing and contracts in SC (e) Product availability with uncertain demand (f) Inventory planning with known /unknown demand (g) Cases from FAO/IFPRI etc.

Books:

- Acharya, S. S., and Agarwal, N. L., 2011, *Agricultural marketing in India*. Oxford and IBH.
- Altekar, R. V., 2006, *Supply Chain Management: Concepts and Cases*. PHI
- Chopra, S., Meindl, P. and Kalra, D. V., 2016, *Supply chain management: Strategy, Planning, and Operation*, Pearson Education India
- Mohanty R.P.2010. *Indian Case studies in Supply Chain Management & other Learning Resources*. OXFORD
- N. Chandrasekaran.2010. *Supply Chain Management: Process, system &Practice*.OXFORD.
- Singh Sukhpal. *Organic Produce Supply Chains in India-organisation and governance*. Allied Publ.,

4 th Semester	19MBA402G	Agrifood Processing Management	L-T-P 3-0-0	3 Credits	35 hrs
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Objective: The objective of this course is to acquaint the students with different food processing techniques and their management

Module –I

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Non-thermal food processing techniques (aseptic processing, individual quick freezing and cryogenic freezing, high pressure technology, heat and ultrasound, high voltage pulse technology, irradiation, membrane technology). Packaging of foods, Labelling techniques, Advanced packing techniques- Active & intelligent packaging, Retort pouch packaging etc.)

Module-II

Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Food Safety & Quality, Food Standards (AGMARK, Codex alimentations, BIS/ISO, PFA, FPO, FSSAI, Total Quality Management (TQM), Hazard Analysis and Critical Control Points (HACCP), etc.

Module – III

Case studies on project formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc. Case studies relating to HACCP (identification of CCP in various processing lines/methods) etc.

Books:

- Acharya SS & Aggarwal NL. 2004. *Agricultural Marketing in India*. Oxford & IBH.
- Early R. 1995. *Guide to Quality Management Systems for Food Industries*. Springer

MBA 2Yrs Syllabus from Admission Batch 2018-19 onwards

- Jelen P. 1985. *Introduction to Food Processing*. Reston Publishing.
- Potly VH & Mulky MJ. 1993. *Food Processing*. Oxford & IBH.
- P. J. Fellows (2016). *Food Processing Technology Principles and Practice*, Woodhead Publishing, 4th Edition
- Potter, N. N. (2018). *Food science*. McGraw-Hill Education, 6th Edition
- Singh R.P, Heldman D.R (2013). *Introduction to Food Engineering*. Elsevier Inc., 5th Edition
- J. Scott Smith, Y.H. Hui (2013) *Food Processing: Principles and Applications*, Wiley

4 th Semester	19MBA403G	International Trade in Agriculture	L-T-P 3-0-0	3 Credits		35 hrs
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Objective: To impart knowledge to the students about international trade in agriculture and various provisions under WTO in the new trade regime.

Module –I

International trade – basic concepts, WTO and its implications for Indian economy in general and agriculture sector in particular.

TRIPS, TRIMS quotas, anti dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; CDMs and carbon trade.

Module-II

Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India.

India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.

Module – III

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, market entry methods, export procedures & documentations.

Books:

- Study materials by the Center for WTO Studies, ITPO, New Delhi, The Future of Indian Agriculture
- International Trade and Food Security, Edited by F Brouwer, LEI - Wageningen UR, The Netherlands, P K Joshi, IFPRI, India. 2016

h) FUNCTIONAL AREA: INTERNATIONAL BUSINESS							
Sl No	Sem ester	Sub. Code	Elective Papers	L-T-P	Credit	University Marks	Internal Evaluation
1.	3rd	20MBA301H	International Marketing	3-0-0	3	100	50
2.	3rd	20MBA302H	International Finance	3-0-0	3	100	50
3.	3 rd	20MBA303H	Global HR Practices	3-0-0	3	100	50
4.	3rd	20MBA304H	Export and Import Documentation	3-0-0	3	100	50
5.	4th	20MBA401H	International Logistics Management	3-0-0	3	100	50
6.	4th	20MBA402H	International Trade Law	3-0-0	3	100	50
7.	4th	20MBA403H	Global Sustainability and CSR	3-0-0	3	100	50
			TOTAL		21	700	350

3rd Semester	20MBA301H	International Marketing	L-T-P 3-0-0	3 Credits	35 hrs
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Objective:

Module –I

Conceptual framework of International Marketing: Basic differences between domestic and international marketing, International Marketing Environment. EPRG framework in International marketing, stages of development into Global Marketing.

Module-II

Indian Foreign Trade: Indian Trade Policy - Recent trends in India's Foreign trade - Export Assistance, Institutional Infrastructure for Export Promotion in India. Identification of Foreign Markets: Product Planning for Exports - Export pricing - Market Entry and Overseas Distribution System - Promoting products internationally.

Module – III

Overseas Market Research: Marketing Plan for Exports - New Techniques in International Marketing, International subcontracting Joint Ventures, Counter trade Arrangements, Multinationals. Exports finance, risk export documents and procedure.

Books:

1. International Marketing, Joshi R.M Oxford University Press.
2. Global Marketing Management, Keegan - Pearson.
3. International Marketing, FransisCherunilam HPH

3rd Semester	20MBA302H	International Finance	L-T-P 3-0-0	3 Credits	35 hrs
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Objective:

Module –I

International Dimensions of Financial Management: The Emergence of MNC, Nature of the MNC, Objectives of the firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting – application and interpretation.

Module-II

Managing Foreign Exchange exposure: Management of foreign exchange risk, Management of translation exposure, Management of transactions exposure, Management of economic exposure.

Module – III

International Financial Markets: International Banking and Money market, International Banking Services, Capital adequacy standards, International Money Markets, International Equity Sources, Global Equity Markets, Methods of sourcing, Cross listing in secondary markets, New Equity issues, International Debts sources, Debt Management and Funding Goals, International Debt, Instruments, International bank loans, Euro notes, International Bond Market.

Books:

1. International Financial Management – Sharan, TMH
2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley
7. International Finance – O’ Brien – Oxford

3rd Semester	20MBA303H	Global HR Practices	L-T-P 3-0-0	3 Credits	35 hrs
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Module – I

International Human Resource Management: Approaches; International Recruitment and Selection, Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation. Key issues in International Labor Relations: Labor Unions and International Labor Relations, HRM practices in countries specially in Japan, Germany, Netherlands, Scandinavian Countries, USA.

Module –II

Global Business Environment and Human Component: Global Business Environment and Human and Cultural variables and Cross-cultural differences and managerial implication; cross cultural research methodology and Hofstede study.

Module-III

Cross Cultural management: Cross Cultural Leadership and Decision-making, Cross-Cultural Communication, and negotiation.

Books:

1. International HRM, P.Subba Rao, HPH
2. Cultures Consequence; International Differences in Work related Values, G. Hofstede – Sage
3. International Dimensions of Human Resource Mgt.,Doweing, P.J. – End Edition Words Worth
4. International HRM, A. Harzing, Sage

3rd Semester	20MBA304H	Export and Import Documentation	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

Introduction: Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

Module-II

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre-Shipment inspection, EGCServices, GSP rules of origin. Meaning and importance of letter of credit, Documentation papers of LC, export incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Module-III

The organization of exports – imports firms and business planning, planning of export/import operations. Import procedures, Overview of various export promotion schemes, Duty Drawback Advance License, Remission Scheme, DEPB Scheme, Export Promotion Capital Goods Scheme. Diamond & Jewellery, Agricultural & Pharmaceutical product exports promotion scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

Books:

1. Ram Singh, Export, and Import Management, 2021, SAGE Publishing
2. C Ramagopal, Export import Policy Procedure & Documentation, Newage publisher
3. Kiran Rai Usha, Export import & logistics management--, Eastern economy edition
4. Singh, Ram, International Trade Logistics, Oxford publishing house.
5. New Import Export Policy - Nabhi Publications
6. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
7. A Guide on Export Policy Procedure & Documentation– Mahajan
8. How to Export – Nabhi Publications
9. Export Management – D.C. Kapoor

4th Semester	20MBA401H	International Logistics Management	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

Foundation Concepts in International Logistics, Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National and International Logistics, International Transport System, Globalization, and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management.

Module –II

Export Sales Contract in International Logistics: Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery & INCOTERMS standards. International Purchasing Systems- Constituents, Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract,

Module –III

Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator. Integrating International Logistics with Supply Chain: Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, Demand-Driven Supply Network in International Logistics.

International Transport Systems: Introduction to International Transport System- Basic Terms, Characteristics and Relations

Books:

1. Alan E. Branch, Global Supply Chain Management, and International Logistics (Routledge)
2. Jean-Paul Rodrigue, Claude Comtois and Brian Slack, “THE GEOGRAPHY OF TRANSPORT SYSTEMS” (2009), New York: Routledge,
3. Douglas Long: International Logistics Global Supply chain management, Kluwer Academic Publishers
4. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
5. Lambert, D et al: Strategic Logistic Management, Tata McGraw Hill, New Delhi.
4. Morlok, Edward K. “The Freight Transportation System,” Excerpted from CRC Engineering Handbook.

4th Semester	20MBA402H	International Trade Law	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

The World Trade Organization-Part 1: Introduction to International trade and the law of the WTO, Sources of WTO Law, Basic rules and principles of WTO Law, Evolution of GATT as a trading institution and transition of GATT to WTO; Marrakesh Agreement, Institutional structure of the WTO, WTO Dispute Settlement challenges, Principles of Nondiscrimination-Most favored nation treatment and National treatment obligation, Dumping-Anti-dumping Measures.

Module –II

The World Trade Organization-Part 2: WTO jurisprudence on TBT and SPS Agreements-Agreement on Sanitary and Phytosanitary, What is the difference between sanitary and phytosanitary, WTO and environment protection, General Agreement on Trade in Services (GATS) - Meaning of trade in services, General obligations, Specific obligations in Financial services, Telecommunication services, India, and the GATS. Trade-Related Aspects of Intellectual Property Rights (TRIPs), IPRS covered by TRIPs, Indian response to the TRIPs, Agreement on Agriculture, Trade Related Investment Measures (TRIMS)

Module –III

Indian Arbitration and Conciliation Act, 1996; Enforcement of foreign arbitral awards. Introduction to Law and Policy of Export-Import Trade in India: Foreign Trade Development and Regulation) Act (Introductory Concepts), 1992. Foreign Exchange Management Act (Introductory Concepts), 1999. Special Economic Zones and International trade (Introductory Concepts). Law relating to Customs Act (Introductory Concepts), 1962. Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board. Current issues relating to foreign direct investment. The Industries (Development and Regulation) Act (Introductory Concepts) and its application. The recent challenges and proposed amendments by third world. Role of SAARC and BRICS

Books:

1. Law of International Trade, Author: Dr. Jason Chuah, Edition: 5th South Asian Edition 2017
2. Foreign Trade - Theory, Procedures, Practices and Documentation by Dr.Khushpat S. Jain and Apexa V. Jain
3. International trade law by S.R MYNENI
4. International Trade Law by Hemant Goel
5. International Trade Law by NiharikaVij

4th Semester	20MBA403H	Global Sustainability and CSR	L-T-P 3-0-0	3 Credits	35 hrs
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Module –I

Introduction: introduction to Public Management, and Sustainability Management, Nature of Sustainable Management; Internal Organizational Management: People, Work, Money, and Information; External Organizational Management: Strategy and Communications; The Role of Government in Promoting Sustainability, The Circular Economy and Sustainability Leadership.

Module –II

Sustainable Systems: Sustainability, Outsourcing, Supply Chains, Network Management, and Public- Private Partnerships; The Sustainable Lifestyle; Sustainable Business and Finance, The Centrality of Energy: Moving from Fossil Fuels to Renewable Energy, Sustainability Metrics, Management Innovation, and Quality Management, A Sustainable Planet, Corporate Sustainability Reporting.

Module –III

Introduction: Global CSR and sustainability, CSR and Social value change, Strategic CSR Communications, Social Entrepreneurship, Impact Assessment, Impact Investment, Global CSR and Human rights, Environment and Social Governance (ESG), Value creation by ESG reporting, Transforming Sustainably: Leadership to Management, International CSRTrends .

Books:

1. Sustainability Management, by Deb Prasanna Choudhury, Repro books
2. Managing For Sustainability, by Ramakrishna and Manisha, Everest Publishing House
3. Corporate Social Responsibility in India, By NirbhayLumde, Notion Press
4. Corporate Social Responsibility, by Madhumita Chatterjee, Oxford Publication
5. Corporate Social Responsibility in India, By B.N Mondal, Global Vision Publishing House