



॥ सा विद्या या विमुक्तये ॥

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

‘ज्ञानतीर्थ’, विष्णुपुरी, नांदेड - ४३१ ६०६ (महाराष्ट्र राज्य) भारत

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

‘Dnyanteerth’, Vishnupuri, Nanded - 431 606 (Maharashtra State) INDIA

Established on 17th September, 1994, Recognized By the UGC U/s 2(f) and 12(B), NAAC Re-accredited with 'B++' grade

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वाणिज्य व व्यवस्थापनशास्त्र संकुल विद्यापीठ परिसर, उपकेंद्र लातूर, व संलग्नित महाविद्यालयात चालणारा एम. बी. ए. प्रथम वर्षाचा (समान अभ्यासक्रम) व द्वितीय वर्षाचा अभ्यासक्रम शैक्षणिक वर्ष २०२२-२३ पासून लागू करण्याबाबत.

प रि प त्र क

या परिपत्रकान्वये सर्व संबंधितांना कळविण्यात येते की, दिनांक २८.०४.२०२२ रोजीच्या वाणिज्य व व्यवस्थापन विद्याशाखेच्या बैठकीतील शिफारसी प्रमाणे व दिनांक २५ जुन २०२२ रोजी संपन्न झालेल्या ५४ व्या मा. विद्या परिषद बैठकीतील विषय क्र. १२/५४-२०२२ च्या ठरावानुसार वाणिज्य व व्यवस्थापन विद्याशाखेतील खालील प्रमाणे अभ्यासक्रम शैक्षणिक वर्ष २०२२-२३ पासून लागू करण्यास मान्यता देण्यात येत आहे.

- 1) M.B.A. – I year (I & II Sem.)-University Campus, Sub-Campus Latur & Affiliated College.
- 2) M.B.A. - II year (III & IV Sem.) Sub-Campus Latur.
- 3) M.B.A. – II year (III & IV Sem.) University Campus, and Affiliated Colleges

सदरील परिपत्रक व अभ्यासक्रम प्रस्तुत विद्यापीठाच्या www.srtmun.ac.in या संकेतस्थळावर उपलब्ध आहेत. तरी सदरील बाब ही सर्व संबंधितांच्या निदर्शनास आणून द्यावी ही, विनंती.

‘ज्ञानतीर्थ’ परिसर,
विष्णुपुरी, नांदेड - ४३१ ६०६.
जा.क्र.: शैक्षणिक-०१/परिपत्रक/एमबीए/
अभ्यासक्रम/२०२२-२३/४२७
दिनांक : १३.०७.२०२२.



स्वाक्षरित /—
सहा.कुलसचिव
शैक्षणिक(१-अभ्यासमंडळ विभाग)

प्रत माहिती व पुढील कार्यवाहीस्तव :

- १) मा. अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- २) मा. सहयोगी अधिष्ठाता, वाणिज्य व व्यवस्थापन विद्याशाखा, प्रस्तुत विद्यापीठ.
- ३) मा. संचालक, परीक्षा व मूल्यमापन मंडळ, प्रस्तुत विद्यापीठ.
- ४) अधीक्षक, वाणिज्य व व्यवस्थापनशास्त्र परीक्षा विभाग प्रस्तुत विद्यापीठ.
- ५) मा. प्राचार्य, सर्व संबंधित महाविद्यालये, प्रस्तुत विद्यापीठ.
- ६) मा. संचालक, वाणिज्य व व्यवस्थापनशास्त्र संकुले, विद्यापीठ परिसर, उपपरिसर लातूर प्रस्तुत विद्यापीठ.
- ७) सिस्टम एक्सपर्ट, शैक्षणिक विभाग, प्रस्तुत विद्यापीठ यांना देवून कळविण्यात येते की, सदरील परिपत्रक विद्यापीठाच्या संकेत स्थळावर प्रकाशित करावे.



**SWAMI RAMANAND TEERTH MARATHWADA
UNIVERSITY, NANDED**

Campus, Sub-Campus & Affiliated Colleges

Master of Business Administration (M.B.A.)

MBA I year (I & II Sem.)

Programmer Code: 137-1)

(CBCS System)

Under the Faculty of

Commerce & Management

(Common Syllabus)

R-22

(With effect from Academic Year (2022-2023))

(A) PROGRAMME DETAILS

Name of the PROGRAMME: Master of Business Administration (MBA)

Intake: 60

Total credits: 112

Total Marks: 2800

Eligibility: Any Graduate through CET of DTE and Admission Regulatory Authority, Maharashtra (being cleared).

Course Duration: Two years (Full Time) (4 semesters)

Medium of Instruction: English

Methods of instruction:

1. Formal lectures, guest lecturers from eminent faculties as well as visiting speakers (Resource Persons) from universities / business and industry.
2. Seminars/ Group discussions/ tests/ tutorials / home assignments/Journals/ practicals /Lab exercises/ Surveys/ projects /Case study discussions and Presentations / Role-plays/ Syndicates/ Management Games
3. Teaching aids: Use of video, audio clips, Projector, power point presentations, interactive online teaching with LMS like Edmodo, Google classroom & online meeting platforms like Zoom, MS Teams, Teachmint, Google Meet etc

(B) OBJECTIVES OF PROGRAMME

The objectives of M.B.A. PROGRAMME are as under.

1. To provide basic understanding in various functional areas of management such as finance, marketing, human resources and operations.
2. To expose students to contemporary fields like Banking, Hospitality & tourism and Hospital Management.
3. To equip candidates with a high level of conceptual, analytical, descriptive abilities and decision making abilities.
4. To enable them to comprehend and understand complex environment and handle their job competitively and effectively.
5. To increase business awareness and entrepreneurial abilities among educated youth for expediting the process of industrialization required for industrially backward region like Marathwada.

Measuring attainment of these objectives

The Course Objectives (COs) and Programme Objectives (POs) are designed as per the requirement of the syllabus and their attainments are verified using the course outcomes, ability and skill enhancement of the course and PROGRAMME.

(C) EXAMINATION PATTERN: (Course wise)

Internal assessment	50 marks	2 credits
University examination	50 marks	2 credits
Total	100 marks	4 credits

Internal Assessment of 2 Credits

A. Distribution of internal marks per course shown below:

Test I	Test II	Tutorial	Seminar	Total
10	10	10	20	50

Break up of seminar/field survey marks are as follows: Seminar will be assessed on the basis of communication skill, presentation style, analytical ability, audience interaction, query handling etc

Seminar write-up/survey report	10 marks
Seminar Presentation	10 marks
Total	20 marks

Course pattern of University Examination for all courses for 2 credits

No. of credits 02, Total marks 50, Duration 3 hours

Nature of Question paper

□ Question No. 1 and 6 are compulsory and carrying 10 marks each.

Question No. 1 will be short answers (8 sub questions will be given out of that any 5 have to be answered each carrying 2 marks) & Question No. 6 will be based on case study or numerical problem. All questions carry 10 marks each.

□ Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit course will be as per CBCS pattern which does not have any sections)

Standards of passing:

□ The passing rules of this programme shall be as per the CBCS pattern of this university applicable from time to time.

□ The internal and external assessment will constitute separate heads of passing and they will be shown separately in the transcripts/ marks memo including seminar/field survey credits.

- For each course with 4 credits the ratio of marks of (internal) Continuous Assessment (CA) in relation with (external) End Semester Examination (ESE) shall be as per CBCS pattern i.e. 50:50.
- Marks in Continuous Assessment should be communicated to the University before commencement of semester end examination.
- The End Semester Examination shall be based on the term end written examination to be held at the end of each semester for each course.
- For Continuous Assessment and End Term Examination, passing will be for 25 marks out of 50 marks and Head wise passing (CA/ESE) will be for 50% of total marks. In case of fraction, next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.
- Candidate attending less than 75% of classes will not be allowed for CA/ ESE in partial or full.
- All other rules of grades, conversion / A.T.K.T. / grace / CPI & final grade marks etc. will be given as per CBCS pattern of this University.
- It is mandatory to pass in CA for a candidate clearing End Semester Examination but failed in CA, will be required to appear again in both internal and external examination in subsequent examination.

Project report & Viva-Voce:

- * Project report will carry 50 Marks (2 credits).
- * Viva-voce on project will carry 50 Marks (2 credits).

Total 100 Marks (4 credits) for Project report & Viva-Voce.

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks (2 credits) and Viva-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from School and one Expert from department of other university. Grades, conversion of marks & CPI & final grade etc will be as per CBCS pattern of this University.

Important Instructions and Key Points

1. A.T.K.T. & grace marks will be given as per this University rules from time to time.
2. Industrial visits/ placement activities / developmental workshops and activities or business related competition or exhibitions or conduct of seminar or conference or workshop etc. would be carried out as per the operational aspects.
3. The Semester end examination (external assessment) carries total marks 50 per course. The duration of the examination for all courses is three hours for university examinations. It is the responsibility of subject teacher to set and assess the question paper in the time framework as per University rules.
4. The candidates selecting open electives shall be abided by the following rules:
 - a. The open elective will consist of external examination only.

- b. The options should be communicated in writing before the commencement of first semester for semester I & II; and before the commencement of third semester for semester III & IV.
 - c. Options once communicated to the School Director cannot be changed.
 - d. In case the candidate fails to communicate the option in due time, the head of the department will allot an appropriate option for that candidate and communicate accordingly to the concern candidate and the Director of the School.
 - e. The examination form of the candidate should reflect the same options which were communicated by the candidates in writing to the School Director.
 - f. Students need to submit observation report based on Inplant training before commencement of third semester examination; however, certificate of Inplant training is mandatory for admission to second year.
 - g. Students stood undergo 45 days of Inplant Training after the end of second semester examination.
5. In case of any grievance to the candidates he/ she may approach subject teacher with proper justification and references from reputed books. If the grievance continues, faculty may submit his/ her report of evaluation to the concerned head of Department. Director of the school may appoint 'Three members' committee with prior approval of Hon'ble Vice Chancellor for the constitution of committee if required. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert and one internal school faculty will be members. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.

7. Major and Minor Elective (specialization)

The school offers following choices of Electives (specialization)

- a. Marketing Management.
- b. Financial Management.
- c. Human Resource Management.
- d. Banking and Insurance
- e. Hospital Management
- f. Tourism and Hospitality Management
- g. Operations Management

A candidate shall have the choice of selecting major and minor specialization. Third semester is dedicated for major specialization whereas student can opt 2 courses as major and 2 courses as minor specialization of their choice in the IV semester. Minor specialization courses from IV semester shall be last two courses of each specialization in the IV semester. The decision of the Director will be final and binding regarding running of specializations based on the expression of interest by students

and available faculty resources. The student may select major and minor courses from same or different specialization, for example: student with major specialization as marketing may opt for marketing or any other specialization.

A candidate can choose one Elective (specialization) as Major Elective from the above group of the Electives as per his/her choice. As far as electives are concerned, candidate can opt Elective (specialization) as Major (Marketing, Finance, HRM or etc.) + Minor (Marketing, Finance, HRM or etc.) in the same or different Elective (specialization). A basic competency test may be conducted for finalization of Elective or specialization subjects, decision shall be finalized by the Director of the School.

PROGRAMME STRUCTURE AND WORKLOAD
MBA Syllabus w. e. f. JUNE 2022-23(CBCS)
CAMPUS, SUB-CENTER AND AFFILIATED COLLEGES

M.B.A. (FIRST YEAR: I SEMESTER)

Course Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
I/137-1/C1	Management Accounting	4	4	50	50	100
I/137-1/C2	Organizational Behavior	4	4	50	50	100
I/137-1/C3	Statistical and Quantitative Methods	4	4	50	50	100
I/137-1/C4	Legal Aspects of Business	4	4	50	50	100
I/137-1/C5	Managerial Economics	4	4	50	50	100
I/137-1/SEC-1A	(Select Anyone) A. Computer Applications in Management	4	4	50	50	100
I/137-1/SEC-1B	B. Knowledge Management					
I/137-1/SEC-1C	C. E-Commerce					
I/137-1/SEC-1D	D. Information Systems					
I/137-1/SEC-1E	E. Rural Development					
I/137-1/GE-1A	(Select Anyone) A. Perspectives of Management	4	4	50	50	100
I/137-1/GE-1B	B. Open Elective (Interschool)					
I/137-1/GE-1C	C. MOOCs/ Swayam/ NPTEL					
	TOTAL	28	28	350	350	700

M.B.A. (FIRST YEAR: II SEMESTER)

Course Code	Subject/Title of the Course	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
II/137-1/C6	Marketing Management	4	4	50	50	100
II/137-1/C7	Financial Management	4	4	50	50	100
II/137-1/C8	Human Resource Management	4	4	50	50	100
II/137-1/C9	Research Methodology	4	4	50	50	100
II/137-1/SEC-2A	(Select Any one) A. Production Management	4	4	50	50	100
II/137-1/SEC-2B	B. Disaster Perspectives					
II/137-1/SEC-3A	(Select Any one) A. Management of Creativity & Innovation					
II/137-1/SEC-3B	B. E-Business	4	4	50	50	100
II/137-1/SEC-3C	C. Quality Management					
II/137-1/SEC-3D	D. Business Process Re-engineering					
II/137-1/SEC-3E	E. Water Management					
II/137-1/GE-2A	(Select Any one) A. Entrepreneurial Skills					
II/137-1/GE-2B	B. Business Environment					
II/137-1/GE-2C	C. Stress Management and					
II/137-1/GE-2D	Human Values	4	4	50	50	100
	D. Open elective (Interschool)					
II/137-1/GE-2E	E.MOOCs/ SWAYAM/ NPTEL					
	TOTAL	28	28	350	350	700

Suggested Text Books:

1. Management Accounting, Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting, H. V.Jhamb
3. Managerial Accounting, Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting, Dr. Mahesh Kulkarni

Suggested Reference Books:

1. Financial Cost and Management Accounting, P.Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S. N. Maheshwari
4. Management Accounting, MadhuVij

||**University Examination 50 Marks** ||**Internal Assessment 50 Marks** ||**Total 100 Marks**||

M. B.A. I Semester
STATISTICAL & QUANTITATIVE METHODS
COURSE CODE: I/137-1/C2

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks||

Learning Objective:

To evaluate the business decisions through Quantitative techniques, to enable the business decisions with numerical ability and to apply various business mathematical techniques through transportation, assignment, game theory and other quantitative techniques.

Unit I Statistical and Quantitative Techniques:

Meaning and Classification of Statistical and Quantitative Techniques, Fundamentals of statistics and descriptive statistics, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

Unit II Transportation Problems

Introduction, Terminology in Transportation Problems, General Procedure for Solving a Transportation Problem, Methods for Finding the Initial Feasible Solution: North – West Corner Method (NWCN), Least Cost Method(LCM) or Matrix Minima Method , Column Minima Method, Row Minima Method, Vogel’s Approximation Method (VAM), Methods for Finding the Optimum Solution: Modified Distribution (MODI) Method or UV method

Unit III Assignment Problems

Introduction, Hungarian Assignment Method (HAM), Special Cases in Assignment Problems: Unbalanced Problem, Multiple Optimum Solution, Maximization Problems,

Unit IV Game Theory

Introduction, Terminology, Game Theory – Two Person – Zero Sum – Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy, Limitations of Game Theory.

Unit V Replacement Models and Sequencing Models

Introduction to Replacement, Terminologies, Replacement Models, Replacement Problems, Introduction to Sequencing Models, Terminologies, Sequencing Models, Sequencing Problems Johnson’s Algorithm for no jobs & Two machines n jobs & three machines, Two jobs and m machines problems

Learning Outcome: After learning this course, the learner of this course will be able to solve Transportation and Assignment Problems, game and replacement strategies will be learnt along with application of business mathematics in business world.

Suggested Readings:

1. Quantitative Techniques in Management. (TMH)– by N.D. Vohra , Tata Mc Graw Hill
2. Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.
3. Statistical Methods - by S.P. Gupta, Sultan Chand & Sons.
4. Statistical and Quantitative Methods by Ranjeet Chitale, Nirali Publication.

M. B. A. I Semester
LEGAL ASPECTS OF BUSINESS
Course Code I/137-1/C-4

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objective:

The objective of this course is to provide the theoretical knowledge about various laws along with case studies, along with legal environment in which a consumer and businesses operates.

UNIT I: Introduction: What is law? Meaning and sources of mercantile law, Contract Law: The Indian Contract Act 1872; Establishing the contract, Offer and Acceptance, Consideration, Competency of Parties, Free consent, Legality of Object, Void agreements, Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Indemnity and Guarantee, Bailment and Pledge, Agency

UNIT II: The Sales of Goods Act 1930; Nature of Contract of Sale; Conditions and Warranties; Transfer of Ownership and Delivery; Rights of Unpaid Seller and Rights of Buyer. The Indian Partnership Act 1932; Nature of Partnership; Formation of Partnership; Rights, Duties and Liabilities of Partners; Dissolution of a Partnership Firm, Intellectual Property Laws: Subject /matter of Intellectual Property; Aim & objectives; Classification of Intellectual Property Rights; Emerging issue in Intellectual Property.

UNIT III: The Negotiable Instruments Act 1881; Meaning and Definition of Negotiable Instruments; Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Presentment of Negotiable Instruments; Dishonor and Discharge of Negotiable Instruments; The competition Act 2002; Aim and objectives of competition commission; concept and provisions.

UNIT IV: The Companies Act 2013; Nature and Kinds of Companies; Formation of Companies; Company Management; Company Meetings; Winding Up of a company. The Consumer Protection Act 2019; Features, aim and objectives; Rights of consumer.

UNIT V: The Information Technology Act 2000; Aim, objectives, scopes, concept, provisions; Attribution, Acknowledgement and dispatch Electronic record; Digital Signature Certificate; Penalties and Adjudication, Environment Protection Act: Environment vs Environmental Law; General Legislation; Forest & Wildlife Protection Legislating; Water Pollution Protection Legislation; Air Pollution Protection Legislation.

Learning Outcomes:

On completion of this course, students will be able to:

1. Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
2. Identify the fundamental legal principles behind contractual agreements.
3. Examine how businesses can be held liable in tort for the actions of their employees.
4. Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
5. Acquire problem solving techniques and to be able to present coherent, concise legal argument.

Reference Books:

1. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons
2. Business Law by N.D. Kapoor, Sultan Chand & Sons
3. Legal Aspects of Business by Akhileshwar Pathak, Tata McGraw Hill
4. Business Law by Tejpal Sheth, PEARSON

5. Business Law by D. Chandra Bose, PHI Learning Private Limited
6. Business Law (6th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas.
7. Mercantile Law (8th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas
8. Mercantile Law (3rd Edition) by S.S. Gulshan, Excel Books
9. Business and Corporate Laws by G. Prasad, Jai Bharat Publications
10. Company Law (12th Edition) by Ashok K Bagrial, Vikas Publishing House Pvt. Ltd.
11. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage

M. B. A. I Semester
MANAGERIAL ECONOMICS
Course Code I/137-1/C5

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objective:

To introduce the concepts of economics, to familiarize students with the importance of economic approaches in managerial decision making and to understand the applications of economic theories in business decisions.

Unit I: Introduction to Managerial Economics: Definition, Nature, Scope, Significance, Micro-Economics and Macro-Economics, Price and Value, Money, Capital, Commodity, Satisfaction, Utility, Consumption, Production.

Unit II: Theory of Demand & Supply –Concept of Demand, Aggregate Demand, Determinants of Demand, Demand Function, Law of Demand, Elasticity of Demand, Demand Forecasting. Theories of Supply-Concept of Supply, Aggregate Supply, Determinants of Supply, Supply function, Law of Supply, Elasticity of Supply.

Unit III: Production & Cost Analysis: Concept of Cost, Different Types of Cost– Fixed Cost, Variable Cost, Total Costs & Average Costs, Long-Run and Short-Run Cost Curve, Cost Function, Law of Variable Proportions; Production, Factors of Production, Cobb-Douglas Production Function. Law of Return to scale.

Unit IV: Market Structure and pricing decisions : Types of Markets -monopoly, monopolistic competition and oligopoly, Perfect Competition, Price and Output determination in these types of market.

Unit V: National Income: Concept like GDP, GNP in National Income, Measurement of National Income. Business Cycles, Fiscal Policy, Monetary Policy, Inflation & Deflation.

Note: Case studies /numerical problems on the above topics.

Learning Outcomes:

- To enable students for different aspects of decision making in managerial economics.
- To enable students for understand Demand & Supply Aspects.
- To understand the cost and production.
- To know various market types and pricing in it.

Suggested readings:

1. Ahuja H.L.(2003)Advanced Economic Theory:Microeconomic Analysis,13th Edition, S. Chand and Co. Ltd. New Delhi
2. Chaturvedi, Gupta and Pal(2002)Business Economics:Text and Cases Galgotia Publishing Company, New Delhi
3. Varian H. (2000) Microeconomic Analysis, W.W Norton New York.
4. Sen A. (1999) Microeconomics: Theory and Application, Oxford University Press, New Delhi.
5. Samuelson, P.A. and W.O. Nordhaus(1998), Economics, 16th Edition, Tata McGraw Hill, New Delhi.
6. D. M. Mithani: Managerial Economics- Himalaya Publishing, Mumbai

Elective- I
M. B. A. I Semester
COMPUTER APPLICATIONS IN MANAGEMENT
Course Code: I/137-1/SEC-1A

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks||

Learning Objectives:

To develop an understanding of the structure and role of computer system in business

UNIT-I Block diagram & characteristics of Computer: Overview of the developments of Computer through generations. Various Hardware, software and dedicated devices with their significance in business applications. Overview of Programming languages types, styles and generations of languages.

UNIT- II Concept of Operating Systems: Single & Multiuser OS. Features of DOS, UNIX, LINUX. Networks, Network Devices and Network Operating Systems, Protocols and Topologies. Application Software, Concept of Visual Programming & Graphic User Interface,

UNIT-III Concept of Data, Information & Knowledge: Methods of Database Management such as file & folder. Access systems, DBMS, RDBMS.

UNIT IV Concept of Software Packages, MS Office features, Overview of applications using MS Office components such as Word, Excel, Access and PowerPoint.

UNIT-V Modern trends in Information Technologies such as MIS, EIS, GIS, DSS, MRP1, MRP2, ERP and their impact on Business practices. Business Management Issues and their impact on Business & Commerce.

**Practical sessions will be conducted in the Computer Lab for acquiring skills including use of Microsoft Word, Excel, Access and PowerPoint for business applications.*

Learning Outcomes:

On completion the students would develop the application skills based on the information technology in business management process.

Suggested Readings: -

1. Date, C.J.: An Introduction on Database Systems, Addison Wesley, Massachusetts
2. Diences, Sheila S.: Microsoft office, Professional for windows 95, Instant Reference: BPB Publication Delhi.
3. P K. Sinha & P. Sinha, 'Computer Fundamentals, BPB Publication
4. Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.

MBA I SEMESTER
KNOWLEDGE MANAGEMENT
Course Code I/137-1/SEC/1B

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks ||

Learning Objectives:

The purpose of this course is that the students should gain an understanding on Basics of Knowledge Management, Essentials of Knowledge Management, Application of IT in Knowledge Management and Future of Knowledge Management with respect to the Industry Perspective

Unit-I: Introduction to Knowledge Management:

Introduction to Knowledge Management - History of Knowledge Management - Evolution of Knowledge Management - Importance of Knowledge Management - Objectives of Knowledge Management - Interdisciplinary Nature of Knowledge Management - Knowledge Management Cycle

Unit-II: Essentials of Knowledge Management:

Understanding Knowledge, Information and Data - Information Management to Knowledge Management - Information management Vs Knowledge Management - Basic Types of Knowledge - Industrial Economy to Knowledge Economy - The knowledge Management Matrix

Unit-III: Knowledge Management and Information Technology:

Role of Information Technology in Knowledge Management Systems - Knowledge Management Tools - The Knowledge Sharing Cycle - Knowledge dissemination - Knowledge Management and Core Competencies - Knowledge Management Roles

Unit-IV: Organizational Impacts of Knowledge Management

Impact on People, Impact on Processes, Impact on Products, Impact on Organizational Performance

Unit-V: Future of Knowledge Management:

Future of Knowledge Management - Strategies issue in Knowledge Management –Collection / Overview of Knowledge Inventory - Today's Knowledge Management Challenge - Challenges and Future of Knowledge Management. Case Studies on the above Topics

Learning Outcomes

Demonstrate student understanding and competence with respect to fundamental knowledge management skills

Suggested Readings:

1. Dr. O.M. Hajamohideen, Knowledge Management, Centre for distance education, Bharathidasan University 2017
2. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
4. Sudhir Warier, Knowledge Management, Vikas, 2004. Weitz and Pandit : Retailing Management:Tata McGraw Hills.

M. B. A. I Semester
E- COMMERCE

Course Code No. – I/137-1/SEC-1C

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks ||

Learning Objective: To introduces students to the fundamental principles and procedures of E- Commerce

Unit I - E-Business Overview: Traditional Commerce Vs E-Commerce, E-commerce and E-Business, Categories of E Commerce, Development and Growth of E-Commerce, Advantages and Disadvantages of Ecommerce, International Nature of E-commerce

Unit II- E -Commerce Infrastructures: E-Commerce architectural framework, The Internet and WWW, Internet Protocols, Internet connection options, Security Issues in E-Commerce environment, Encryption Techniques, Payment systems, Types of Payments, Legal, Ethical and Tax Issues in e commerce

Unit III - Online Marketing and e-Supply Chain Management: Online Marketing, Business Models of E-Marketing, Online Advertisement, Advertisement Methods & strategies, online retailing–E-Auctions, E Supply Chain Management, E Procurement Multi-Tier Supply Chains Trends, In Supply Chain Management for E commerce

Unit IV- Online Services: Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services, Online Travel Services-Online Hospitality Services, Online Recruitment Services, Online Publishing Services, Online Entertainment, E-Learning

Unit V -Mobile Commerce: Definition of Mobile Commerce, Mobile Commerce Framework, Growth of Mobile Commerce Benefits & Limitations of Mobile Commerce, Types of Mobile Commerce and its applications, Mobile Network Infrastructure, Information Distribution for Mobile Networks–Multimedia Content Publishing, Mobile Payment Models, Mobile Commerce Applications, Emerging Trends in e-commerce

Learning Outcomes: Good understanding of e-commerce concepts and tools like online marketing, e supply, online services and mobile commerce by student.

Suggested Readings:

1. Gary P. Schneider, “Ecommerce-Strategy, Technology and Implementation”, Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, “E-commerce–Business, Technology, Society”, Pearson, Low Price Edition.
3. Bharat Bhasker, “Electronic Commerce–Framework, Technologies and Applications”, 3rd Edition. Tata McGraw, Hill.
4. Efraim Turban, Tae Lee, David King & H. Micheal Chung, “Electronic Commerce–A Managerial Perspective”, Pearson Education Asia.
5. CSV Murthy, “E-commerce-Concepts, Models & Strategies”, HPH.
6. J. Christopher Westland & Theodore H K Clark, “Global Electronic Commerce – Theory and Case Studies”, Oxford Universities Press.
7. Martin Bichler, “The Future of e-Markets”, Cambridge press.

M.B.A. I Semester
INFORMATION SYSTEMS
Course Code No. – I/137-1/SEC-1D

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks ||

Learning Objective :

To develop an understanding of the structure and role of information systems in business

Unit 1 - Information Technology for Managers

Introduction to Computers -

Hardware, Software, System Software, Application Software & Packages

Fundamentals of Operating System

Telecommunication and Networks - Types and Topologies of Networks

Introduction to DBMS

Internet, Web Browsers, Introduction to Three Tier Architecture, HTML

Unit 2 - Information

Definition and Difference between Data and Information, Relevance of Information to Decision Making, Source and Types of Information, Quality of Information, Relevance of Information in MIS, Assessing Information Needs of the Organization, Trends in Information Technology, Data-Communication Concepts, Centralized and Decentralized Processing. Multimedia Approach to Information Processing, Decision of Appropriate Information Technology for Proper MIS

Unit 3 - Management Information Systems

Need, Purpose, Objective and role of MIS in organization, Concept and Design, Meaning and Role of MIS with respect to management levels, MIS growth and development, Decision Making Concept- Models of Decision Making -Classical, Administrative and Herbert Simon's Models

Unit 4 - Decision Support Systems –

Executive Information Systems, Executive Support Systems, Expert Systems, Artificial Intelligence, Knowledge Based Expert Systems

Unit 5 E-Commerce and E-Business

E-Commerce, E- Business, ERP, MRP 1, MRP 2 , Basics of- Artificial Intelligence, Big Data, Internet of Things

**Practical sessions will be conducted in the computer Lab for acquiring skills on Unit 1 including HTML Programmes*

Learning Outcome:

Student should gain an understanding and awareness and knowledge of contemporary issues and approaches to management information system and leading them to understand and approach a managerial issue related to information systems

Suggested Readings: -

1. Laudon and Laudon, Management Information Systems, 7th Edition, Pearson Education Asia
2. Jawadekar, Management Information Systems, Tata McGraw Hill
3. Turban and Aronson, Decision Support Systems and Intelligent Systems, Pearson Education Asia
4. MS-7 Information Systems for Managers (I & II) - Study material, Distance Education Program, IGNOU, Delhi & SRTMU Nanded
5. Jayant Oke, Management Information Systems

M. B. A. I SEMESTER
RURAL DEVELOPMENT
Course Code I/137-1/SEC-1D

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objectives:

1. To outline the main opportunities and constraints relating to the development of rural economies and the reduction of rural poverty.
2. To explore the contributions of different policies, sectors, services and actors to the process of rural development.
3. To examine how the management of natural resources affects rural development outcomes.

Unit I: Rural Development: Nature And Scope: Importance of Rural Development – Nature and Scope of Rural Development – Objectives of Rural Development Principles of Rural Economic Development, Planning the Rural Development. Agriculture, Nature, Type of Agriculture, Commercial Agriculture, Rural Horticulture, Dairying. Land use – Land Holding, Land Reforms Marginal Lands. Poverty, BPL families, Agricultural laborers and Social Security. Agricultural Finance – Need for Agricultural Finance, Sources of Agricultural Finance Kisan Credit card, the role of NABARD in Rural Development.

Unit II: Rural Socio – Political Institutions And Processes: Society and Social Structure, Social Mobility, Social Changes, Caste Structure Rural Literacy, Causes for Low Literacy Rate, Remedial measures to increase the literacy in rural area. Population – Size, Sex and Distribution, Growth rates the success of population control measures. PRI's the Gram Panchayats and Power and Functions, the Sources of funding. Decentralized Governance and Women Empowerment, SHG, and Community Organization Impact of Decentralized Governance on Rural Development.

Unit III: Rural Natural Resources & Sustainable Development: Ecology and Eco System, Human Activities and its Impact on land. Soil, Type of Soil, Soil Erosion, Soil Fertility, Soil Conservation measures. Forest and Forest products, Social Forestry, Tree Planting in Agricultural land. Water resources – Need for judicious use of Water – Ground Water Utilization, Tank irrigation, and Minor irrigation. Agriculture and Domestic Waste and their recycling. Rural Energy System, Conventional – Fire wood, cow dung, Non Conventional – Bio gas. Solar. Need for Environmental awareness in rural area.

Unit IV: Rural Settlement & Infrastructure: Concept of Village, Settlement pattern, Factors for pattern of settlement. Hierarchies of Service centers need for Service centers in rural area. The Problem of Housing, housing types, low cost houses, the housing schemes in rural area. Rural Sanitation- Drinking water, Drainage, Toilets (Public and Private). Impact of T.S.C in rural area. Nirmala Grama Importance of Transport system in rural development. Rural Electrification- Achieveness and targets.: Community Buildings- Hospitals, Schools, Community Halls etc. information communication technology rural development, rural industries and resource management

Unit V: Strategies for Sustainable Development

The Concepts of Sustainability and Sustainable Development, Some Indicators of Non-sustainable Development, A Critical Review of India's Strategies of Rural Development, Some Elements of a New Strategy for Sustainable Development,

Learning Outcomes: students should be able to

1. Explain and critically review current trends of rural development regarding rural livelihoods and the respective roles of markets, the state, institutions, agriculture and the rural non-farm economy.
2. Critically evaluate past and existing attempts to supply rural services, such as infrastructure, finance, research and extension, health and education.
3. Analyze critically alternative rural development policies in terms of their potential impact on rural poverty, equity and economic growth, taking account of different regional and geographical circumstances.
4. Outline and evaluate different approaches to the management of land and water resources and their potential impact on rural development goals.

Books Suggested for Reading:

1. Rural development Indian context, Manie Ahuja, GPH
2. Role of e-Agriculture in Rural Development in Indian Context, Deka Ganesh Chandra, DGE&T, Ministry of Labour & Employment, New, Delhi-1, India, Dutta Borah Malaya, Delhi Technological University, Delhi, Delhi,
3. Rural Development in India (Strategies& Processes, G Sreedhar, D Rajasekhar
4. Rural Development in India, R K Gupta
5. Rural Development in New Dimension, Dipali Saha
6. Rural Development In India, by Dr. I. Satya Sundaram (Author), Himalaya Publishing House (Publisher)
7. Rural Development in India, Vasant Desai; Himalay Publishing House
8. Rural Development, Principles, Policies & Management, Katar Singh, SAGE Publications

MBA I SEMESTER
PERSPECTIVES OF MANAGEMENT
Course Code I/137-1/GE-1A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objectives:

1. To provide comprehensive knowledge about organization and help students understand major functions, principles and techniques of management
2. To impart basic understanding about management concepts as well as of human in various managerial processes in organization and enhance managerial capabilities of students and enable them to apply them in practice

Unit I: Introduction to Management

Management: meaning, characteristics, nature, significance, process, functions and scope; Management hierarchy; Types of managers; Managerial skills & roles; Emerging challenges for management

Unit II: Management: History and Current Thinking

The Evolution of Management Theory: Early thinking about Management, Classical Theories: Scientific Management School, Administrative Management, Bureaucratic Management Neo-classical theories: Human Relations school- Behavioral Approach Quantitative or Management science approach Recent development in management theory: Systems approach, Contingency approach etc.

Unit III: Leadership Context of Management

Leadership: Concept, Nature, Importance, Theories; Leadership Styles, Difference between leadership and management, effective and ineffective managerial styles, personnel actions based on manager supply and demand within the enterprise.

Unit IV: Functions of Management-I

Planning: Nature, Importance, Steps, Types, Management by Objectives (MBO); Decision making: Concept, importance, Types, Process, Principles; Organizing: Meaning, Significance, Principles, Centralization and Decentralization of authority, Delegation of authority; Organization structure and Types of organization

Unit V: Functions of Management-II

Staffing: Meaning, Nature, Importance, Process; Directing: Concept, Importance, Principles; Communication: Concept, Types, Process, Barriers; Controlling: Concept, Importance, Process, Types, Techniques

Learning Outcomes: After successful completion of this course, students will be able to:

1. Understand meaning and importance of management, and challenges to be met in the light of environmental happenings
2. Identify tasks to be shouldered and apply appropriate management techniques and functions when needed
3. Sharpen skills and abilities needed for being an effective manager

Books Recommended:

1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India
2. Management Concepts - Karminder Ghuman, K. Aswathappa, Tata McGraw Hill 2010
3. Management Tasks, Responsibilities, Practices – Peter F. Drucker, Allied Publishers
4. Management Theory and Practice (Text and Cases) – Dr. P. Subba Rao, Himalaya, 2012
5. Principles of Management: Concepts and Cases – Rajeesh Viswanathan, Himalaya Publishing House
6. Essentials of Management- Harold Koontz, Heinz Weihrich, Mark V. Cannice- Tata McGraw Hill

M.B.A. II Semester
MARKETING MANAGEMENT
Course Code II/137-1/C6

|| **University Examination 50 Marks** || **Internal Assessment 50 Marks** || **Total 100 Marks**||

Learning Objective:

To facilitate understanding of conceptual framework of marketing and its application in decision making in the light of environmental constraints

Unit I: Introduction

Concept, Nature, Scope and Importance of Marketing, Marketing Concept and its Evolution, Marketing mix; Issues and developments in marketing

Unit II: Market analysis

Marketing environment – impact of various components on marketing decisions; Segmentation, Targeting, Positioning; Consumer behavior, buying decision process; Marketing research: meaning, scope and process

Unit III: Product decisions and Pricing decisions

Concept of a product; Classification of products; Major product decisions: Branding, Packaging, Labeling; Product Life Cycle – strategic implications; New product development; Consumer adoption process; Objectives of pricing; Factors affecting pricing decisions, pricing determination; Pricing policies, Pricing strategies;

Unit IV: Distribution Channels and Physical Distribution Decisions

Nature, types and functions of distribution channels; Distribution channel intermediaries; Channel management decisions; Physical distribution; Market logistics

Unit V: Promotion decisions

Marketing communication process; Promotion Mix – advertising, personal selling, sales promotion, publicity, public relations; Direct marketing; Online marketing

Learning Outcomes: After successful completion of this course, students will be able to:

1. Comprehend personality of a marketer, dynamics of marketing environment, tasks as well as activities to be performed for ensuring success in marketing
2. Be able to appreciate formulation of marketing mix on the basis of marketing objectives

Books Recommended:

- 1) Marketing Management – Philip Kotler, Prentice Hall of India Private Ltd., and New Delhi.
- 2) Marketing Management Planning, Implementation and Control the Indian Context – V. S. Ramaswamy and S. Namakumari, McMillan India Ltd.
- 3) Marketing Management – Biplab S. Bose, Himalaya Publishing House
- 4) Marketing Management- Karunakaran
- 5) Marketing Management- Willian Stanton
- 6) Marketing Management- Michael Porter

M.B.A. II Semester
FINANCIAL MANAGEMENT

Course Code II/137-1/C7

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objective:

To provide students with theoretical background and the quantitative tools to make sound financial decisions in managerial roles leading to the maximization of the value of the firm.

UNIT I: Environment of Business Finance: Definition of Finance Definition of Business Finance, Definition of Financial Management, Scope of Financial Management, Objectives of Financial Management, Functions of Finance Manager, Importance of Financial Management.

UNIT II: Working Capital Management: Introduction, Meaning, Concept of Working Capital, Gross and Net working capital, Component of working capital, Operating Cycle, Types of Working Capital, Needs, Working capital position/Balanced working capital position, Assessment of Working Capital Requirements, Computation (or Estimation) of Working Capital, Working Capital Financing.

UNIT III: Capital Budgeting: Introduction, Definitions, Need and importance, Process, Kinds of Capital Budgeting Decisions, Methods of Capital Budgeting of Evaluation: Pay-back period, Un even cash inflows, Post pay-back profitability method, Accounting rate of return or Average rate of return, Net present value, Internal rate of return, Excess present value index, Capital rationing, Risk and Uncertainly in Capital Budgeting.

UNIT IV: Capital Structure and Firm Valuation: Introduction, meaning Objectives, Forms, Financial Structure, Optimum Capital Structure, , Factors Determining Capital Structure: Leverage (Types of Leverage), Cost of capital, Capital Structure Theories, Traditional approach, Assumptions, Net Income (NI) approach, Net Operating Income (NOI) approach, Modigliani and Miller approach, WACC.

UNIT V: Dividend Decisions: Introduction, meaning of dividend, Types of Dividends, Bonus shares, Right shares, Dividend policies, Factors affecting dividend policies, dividend decisions.

Learning Outcomes:

By the end of this course students shall be able to:

1. Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders.
2. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.
3. Assess the factors affecting investment decisions and opportunities presented to an organization.

4. Analyze a company's performance and make appropriate recommendations.

Books Recommended:

1. Financial Management: Khan and Jain, Tata McGraw Hill Publications
2. Financial Management: I.M. Pandey, Vikas Publications
3. Fundamentals of Financial Management: Sheeba Kapil, Pearson Publications
4. Financial Management: V.K. Bhalla, S. Chand Publications
5. Financial Management: Khan and Jain, Tata McGraw Hill Publications
6. Financial Management: C. Paramasivan, T. Subramaniam, New Age Publications

M. B. A. II Semester
HUMAN RESOURCE MANAGEMENT

Course Code: II/137-1/C8

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objectives: *Develop the student's ability to think critically and analyze opportunities to improve organizational performance through human resources management. Provide the student with analytical skills to utilize Human Resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources. Strengthen the student's understanding how the alignment of human resources strategy with the organization as a whole. Develop the student's ability to make ethical decisions based on human resource professional standards and practices that are in the best interest of the organization. Strengthen the student's abilities to work in and lead teams that culturally and geographically diverse.*

UNIT I: Concept and perspectives of Human Resource management: Concepts of personal management and HRM, Development of HRM in India, Environmental influence on HRM, HRM Philosophy and policy, organizational structure for HRM. **Discuss Case Studies.**

UNIT II: Acquiring Human Resource Management: Human resource Planning, Job Design, Job Analysis and Role analysis, Recruitment, Selection, Orientation and Placements. **Discuss Case Studies.**

UNIT III: Developing Human Resources- Human Resource Development System, Career system, Competency mapping, coaching and Mentoring, **Discuss Case Studies.**

UNIT IV: Managing performance and compensation: Performance appraisal of Employees, HR Audit, Compensation management, Incentives and benefits, Employee Turnover, Employee separation **Discuss Case Studies.**

UNIT V: Motivating and Mentoring HRM: Motivational perspective, Empowerment and participation, Human resource mobility, discipline and grievance management, Employee engagement and retention, outsourcing and HRM, Quality of work Life, Recent trends in HRM. **Discuss Case Studies.**

Learning Outcomes: On completion of this course, students are able to: Demonstrate proficiency in fundamental human resources theories and concepts and how they apply to real world situations.

1. Formulate human resources policies and practices that help promote the organization's strategic goals.
2. Use strategic decision making to resolve human resource challenges and make effective business decisions.
3. Employ statistical and computer tools to analyze complex questions and business problems and reach defensible conclusions.
4. Develop an understanding of the challenges of human resources management and successfully manage and resolve conflict.

5. Assume leadership positions in different organizations and manage many types of people and groups.
6. Evaluate legal and ethical issues as they apply to human resource management locally and globally.
7. Understand and engage in research utilizing sound methods learned to add value to his work and the community.
8. Demonstrate a commitment to lifelong learning by participation in professional development activities.

Books Recommended:

1. K Aswathappa, Human Resource Management, Sixth Edition.
2. L. M. Prasad, Human Resource Management.
3. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
4. McKenna & beach : The Essence of Human Resource Management (PHI)
5. Berdwell / Holden : Human resource Management A Contemporary Perspective
6. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
7. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
8. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
9. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
10. Decenzo, "Human Resource Management", 2008, Wiley.
11. Madhurima Lal, S.Q Zaidi, "Human Resource Management", 2009, Excel books.
12. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
13. Human Resources Development (MS-22) IGNOU

M.B.A II SEMESTER
RESEARCH METHODOLOGY

Course Code: II/137-1/C9

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objective: The objective of the course is to develop orientation of research among students and enable them to do systematic and scientific research with the help of statistical tools.

Unit I: Introduction to Research Methodology

Meaning, Objectives, Motivation, Types of Research, Research Approaches, Significance and Research Methods versus Methodology, Research and Scientific Method, Importance of Knowing How Research is Done, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India, Research Problem and Literature review.

Unit II: Research Design

Meaning, need, Features of a Good Design, Concepts, Different Research Designs, Basic Principles of Experimental Designs, Census and Sample Survey, Steps in Sampling Design, Criteria of Selecting a Sampling Procedure, Characteristics, Types, How to Select a Random Sample? Measurement Scales, Sample Size determination.

Unit III: Data Processing and Data Analysis

Processing Operations, Some Problems in Processing, Elements/Types of Analysis, Statistics in Research, Measures of Central Tendency, Measures of Dispersion, Measures of Asymmetry (Skewness), Measures of Relationship, Correlation and Regression, Other Measures.

Unit IV: Testing of Hypothesis

What is a Hypothesis? Basic Concepts, Procedure, Flow Diagram for Hypothesis Testing, Measuring the Power of a Hypothesis Test, Tests of Hypotheses, Parametric Tests and Non Parametric Tests: t test, z test, Pearson Chi Square Test, ANOVA test.

Unit V: Data Interpretation and Report Writing

Meaning, Importance, Technique and Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports.

Learning Outcomes: After learning research methodology course, learners will be able to understand and apply research design tools and statistical tests to their existing problems and to take better decisions in the organization.

Reference Books:

- 1) Research Methodology by Dr. S L Gupta
- 2) Research Methodology by C R Kothari, New Age Publication, New Delhi.
- 3) Research Methodology by Deepak Chawla
- 4) Fundamental of statistics by P N Arora, S. Arora
- 5) Statistical Methods by SP Gupta
- 6) Statistics for Management, Levin R.I. and Rubin D.S., 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
- 7) Statistics for Management, Srivastava TN, Shailaja RegoTata McGraw Hill, 2008.
- 8) Statistics for Management, Anand Sharma, Himalaya Publishing House.

M.B.A II SEMESTER
PRODUCTION MANAGEMENT

Course Code: II/137-1/SEC-2A

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks||

Learning Objectives: To teach students the concept and scope of Production Management, To understand the production planning process. To learn techniques for effective production management

Unit I: Introduction to Production & Operations Management

Production & Operations Management-concept, historical background, scope & objectives. Operations Management and Strategic planning.

Unit II: Facilities Planning & Location

Introduction, factors influencing choice of manufacturing system, classification of manufacturing Systems-Project, Jobbing, Batch and Mass & Flow Production, Plant Location-Introduction, Problem of Location, factors affecting Plant Location; Plant layout-Objectives, Principles and Types.

Unit III: Production/Operations Planning & Control (PPC)

Production/Operations Planning & Control- objectives, scope, principles & functions. role of PPC in Operations Management, Introduction to PERT / CPM - Network Crashing (Numerical expected for PERT/CPM)

Unit IV: Work Study

Work Study – Introduction, objectives & benefits, Method Study-procedure, charts & diagrams., Work Measurement- objectives & benefits, performance rating, standard time, allowances. (Numerical expected for Standard Time).

Unit V: Materials & Maintenance Management

Objectives & Importance of materials management, materials planning & control, Importance and types of maintenance, maintenance planning, concept of TPM, Quality Management System -ISO 9000, TQM, Quality Circles, Just-In-Time.

Learning Outcome: At the end of this course, students will learn basics of production system and it will help them for decision making in the Industry.

Suggested Readings:

- Chary S.N.(2017),
Production & Operations Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd, New Delhi.
- Aswathappa K & Bhat S.K.,(2009), Production & Operations Management, Revised Second Edition, Himalaya Publishing House, New Delhi.
- Jhamb L.C., (2017), Production Operations Management, Everest Publishing House, Pune.
- Chunawalla S.A. & Patel D.R, Production & Operations Management, 7th Revised edition, Himalaya Publishing House, New Delhi.

OR

**M.B.A II SEMESTER
DISASTER PERSPECTIVES**

Course Code: II/137-1/SEC-2B

|| University Examination 50 Marks || Internal Assessment 50 Marks || Total 100 Marks ||

Learning Objectives : To orient students about various natural and manmade disasters & To teach the concept of Disaster Perspectives and measures to be taken at different stages of disaster perspectives & To provide insight about global, national and regional level scenario of disaster perspectives

Unit I: Introduction

Meaning, Nature, Importance, Dimensions & Scope of Disaster Management, Disaster Management Cycle. National disaster management framework, financial arrangements, Disaster Management Act 2005, Sendai framework for disaster risk reduction, Role of NGOs, Community-based organizations and media, Role of Central, State, District and local Administration; Police, Armed forces in Disaster management.

Unit II: Types of Disaster

Natural Disasters- Meaning and nature of natural disasters, their types and effects. Floods, Drought, Cyclone, Earthquakes, Landslides, Avalanches, Volcanic eruptions, Heat and cold Waves, Climatic Change: Global warming, Sea Level rise, Ozone Depletion. Man made Disasters- Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire. Oil fire, air pollution, water pollution, deforestation, Industrial wastewater pollution, road accidents, rail accidents, air accidents, sea accidents.

Unit III: Damage Determinants

Factors affecting damage – types, scale population, social status, habitation pattern, physiology and climate. Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology and climate.

Unit IV: Role of Information, Communication and Technology

Role communication technology, television and radio broadcasting, telephone and fax, cellular phones, satellite communication, amateur and community radio. Role of Internet, Remote sensing, Geographical Information System (GIS), Global Positioning System (GPS), satellite navigation system .

Unit V: Case study on disaster management with Indian Context.

Learning Outcome:

Students will learn different disasters and measures to reduce the risk due to these disasters. Also, students will learn institutional frame work for disaster management at national as well as global level

Suggested Readings:

- 1) Goel S.L., (2007), Disaster Administration and Management, Text & Case studies, Deep and Deep Publications, New Delhi.
- 2) Ghosh G.K., (2006), Disaster Management, 6th edition, A.P.H. Publishing Corporation, New Delhi.
- 3) Singh S.K. & Kundu S.C., Disaster management, William Publications, New Delhi.
- 4) Sharma V.K. & Vinod K, (1995), Disaster Management, IIPA, New Delhi.
- 5) Goel S.L., (2006), Encyclopedia of Disaster Management, Deep and Deep Publications, New Delhi.

Elective I
M. B. A. II Semester
MANAGEMENT OF CREATIVITY AND INNOVATION
COURSE CODE: II/1371/SEC-3A

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100 Marks ||

Learning Objective:

To help students reflect on their own level of creativity and develop an innovative mindset, also create awareness of those factors, characteristics and procedures that make individuals and organizations creative and innovative.

Unit I - Realms of Creativity: Creativity: Concept- Determinants of Creativity – Process- Convergent and Divergent Thinking- Creative abilities- Roots of Human Creativity- Biological, Mental, Spiritual Social- Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

Unit II - Creative Personality: Traits - Congenial to Creativity- Blocks to Creativity- Strategies for unblocking Creativity-Conducive Environment: Formative Environment and Creativity- Environmental Stimulants- Motivation and Creativity- Strategies for Motivation for being creative, The creative intelligence - Fluency - Flexibility – Originality.

Unit III - Corporate Creativity: Creative Problems Solving, Techniques of Creative Problem Solving- Creative manager Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies - Collective Creativity.

Unit IV - Creative Organization: Issues and approaches to the Design of Creative Organizations - Mechanisms stimulating Organizational Creativity- Successful innovative organization Structure - Creative Societies, Model of creative society.

Unit V - Management of Innovation:

Nature of Innovation-Technological Innovations and their Management, Managing innovation within firms, Innovative entrepreneurship - Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

Learning Outcomes:

1. By the end of this course students shall be able to:
2. Learn to apply tools to unlock creativity and innovation.
3. Improve their innovation capabilities as managers by developing a corporate culture conducive for creativity and innovation.
4. Develop an appreciation and influence the personal and organizational factors that influence organizational creativity and innovation.

Books Recommended:

1. Pradip Khandwalla, Lifelong Creativity- An Unending Quest, Tata McGrawHill,2006.
2. Pradip Khandwalla, The Corporate Creativity -The Winning Edge, Tata McGraw Hill, NewDelhi.
3. Pradip Khanwalla, The Fourth Eye, Wheeler Publishing, NewDelhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, NewDelhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, NewDelhi.
6. Christensen Clayton, Innovation and General Manager, Tata McGrawHill.
7. Margaret. A,Whit & Gary D. Bruton- The Management of Technology Innovation- A StrategicApproach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management,Himalaya

M. B. A. II Semester

E- BUSINESS

Course Code: II/137-1/SEC-3B

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning objective: This paper would help the students to understand modern business techniques and business automation in addition to the internet usage for the same.

Unit I Introduction to E Business: Concept and scope, E Business v/s E Commerce, Types of Business Automation ‘Online, Offline, Real Time, Concept and role of Digital economy in market, types of e-markets and marketing models.

Unit II Technological supports and needs for e-business framework: Tools, Gadgets, processors, network and communication devices used in E Business management. Features of various hardware, software & web technology in the implementation of E Business.

Unit III Introduction and Overview Industrial Automation and Robotics: Modern Manufacturing tools and techniques, PLC Drives, NC, CNC, SPM and their impact on business management, Role of GIS, GPRS and other remote control devices in E Business, advantages and disadvantages of E Business.

Unit IV E Business Design and Applications: Steps in e-business design, integrating the supply chain management process. Study of applications in e-selling, e-buying, e-procurement, e-payments: Pre; Post and instant payment systems, e-banking, e-governance, e-learning, e-CRM, e-Business Strategy etc. into action.

Unit V Issues, Implications and Future of E-Business: Challenges in Enterprise architecture planning, Risks related to e-Security, Cryptography, e-transition issues, reversing the value chain, Govt. policies, legal implications, Social media and its impact on e-business

Learning Outcomes: On successful completion, the students would be able to identify and suggest new business avenues in terms of technological aspects of applications

Books Recommended:

1. Agrawal K.N.& Deeksha Agrawala, Business on the net: What’s and How’s of e-commerce, Mc Million New Delhi
2. Diwan, Prag and Sunil Sharma, Electronic commerce- A Manager’s guide to e- business, Vanity books international New Delhi.
3. Kosir David, Understanding electronic commerce, Microsoft press, Washigton.
4. Monoli & Minol, Web Commerce Technology Handbook, Tata McGraw Hill, Delhi.
5. Ravi Kalakota – A.B. Whinstan – Frontiers of Electronic commerce.
6. Murthy C S V (2009), E-Commerce – Concepts, Models, Strategies, Mumbai, Himalay
7. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.
8. Bharat Bhasker (2009), Electronic Commerce – Framework, Technologies and Applications, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
9. Chaffey Dave (2009), E-Business and E-Commerce Management, 3rd Edition, New Delhi, Pearson Education.

M. B. A. II Semester QUALITY MANAGEMENT

Course Code: II/137-1/SEC-3C

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning Objective: To give the broad over view of quality and understand the changing role of quality manager. To know the impact of quality on organization performance.

Unit 1 – Introduction to Quality Management, its Philosophies and TQM

The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality.

Unit 2 – Principles and Design for Six Sigma

Kaizen, Total Productive Maintenance (TPM),Meaning, Seven Magnificent Quality Tools, Application, Poka Yoke ,Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma,SixSigmaProblemSolving,SixSigmainServicesandSmallOrganizations ,Tools for Concept Development ,Tools for Design Development Tools for Design Optimization, Tools for Design Verification

Unit 3 - Statistical Process Control

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X,R&Pchart), Summary of Control Chart Construction, Designing Control Charts Product control-acceptance sampling and O Curve ,Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement ,Engaging the Workforce in Process Improvement

Unit 4 - Quality Systems

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications

Unit 5 – Case Study

Compulsory, Relevant Cases have to be discussed in each unit.

Learning Outcome: By the end of this course, a student would learn to identify quality management tools and techniques.

Suggested Readings:

1. Modern Methods for Quality Control and Improvement – Wardsworth/ Stephens / Godsrey – Wiley –Latest Edition
2. Quality Management – Gitlow / Oppenheim / Levine – Tata McGraw Hill - Latest Edition
3. Total Quality – Bharat Wakhlu – S. Chand - Latest Edition
4. Quality Control and Management – Evans / Lindsay – Cengage- Latest Edition
5. Total Quality Management – K. Sridhara Bhat - Latest Edition

M. B. A. II Semester
BUSINESS PROCESS ENGINEERING

Course Code: II/137-1/SEC-3D

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning Objective: To develop an understanding of the structure and role of business process engineering

Unit I: Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR.

Unit II: Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

Unit III: Process Identification and Mapping; Role/ Activity Diagrams; Process Visioning and Benchmarking.

Unit IV: Business Process Improvement .Business Process Redesign ; Man Management for BPR implementation.

Unit V: Re-organizing People and Managing Change.

Learning Outcome: Students are able to understand the structure and role of business process engineering

Suggested Readings:

1. Carr, D K and Johansson, H J. Best Practices in Re-engineering. New York, McGraw Hill. 45
2. Champy, James. Re-Engineering Management: The Mandate for New Leadership. London, Harper Collins.
3. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality. London, Kogan Page. 4.
4. Davenport, T H. Process Innovation: Re-engineering Work Through Information Technology. Boston, Harvard Business School Press.
5. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution. London, Nicholas Brealey.
6. Jayaraman, M S. etc. Business Process Re-engineering. New Delhi, Tata Mc-Graw Hill.

M. B. A. II Semester
WATER MANAGEMENT

Course Code: II/137-1/SEC-3E

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning Objective: To impart knowledge of planning and managing surface water resources at project and regional levels.

Unit-I Objectives and needs of water resource management

Objectives of water resource development; needs and opportunities; societal goals, Spatial and temporal characteristics of water resources; constraints for its development like non-reversibility; planning region and horizon.

Unit-II Financial analysis of water resources projects

Allocation of cost of multipurpose projects; repayment of cost, Demand for drinking water; irrigation, hydropower; navigational; planning for flood control.

Unit-III Characteristics and functions of reservoir; reservoir sedimentation

conservation storage; conflict among uses, Reservoir operation studies- effect on river regime; long term simulation; reliability; resiliency and vulnerability assessment.

Unit-IV Ground water evaluation

Conjunctive use of surface and groundwater, Discounting techniques; benefit cost parameters; estimation of benefits and costs; appraisal criteria; social benefit cost analysis, Basin planning; inter-basin transfer of water.

Unit-V Environmental impacts assessment guidelines and case studies.

Learning Outcomes: Students are able to understand the different aspects of water management and water conservation.

Reference Books:

1. James, L .D., and Lee, R. R., “Economics of Water Resources Planning”, Mc Graw Hill.1971
2. Modi, P.N., ‘Irrigation, Water Resources and Water Power Engineering’, Standard Book Pub.,Delhi. 1995
3. “Guidelines for Preparation of Detail Project Reports of Irrigation and Multipurpose Projects”,Ministry of Irrigation, Govt. of India. 2002
4. Garg, S.K., “Irrigation Engineering and Hydraulic Structure”, Khanna Publishers.2004
5. Subramanya, K., “Engineering Hydrology”, Tata McGraw Hill Publishing Company.2006

M. B. A. II Semester

ENTREPRENEURIAL SKILLS

Course Code: II/137-1/GE-2A

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning Objectives:

Student should be able To know the Concept of an entrepreneur, To aware about Innovation & Creativity, To study the cases of successful entrepreneurs

Unit 1: Entrepreneurial Mindset

Concept of an entrepreneur, Concept and Evolution of entrepreneurship, Distinction between entrepreneur and Manager, Attributes of entrepreneurs, Core elements of entrepreneurship, Entrepreneurship in a Developing economy, Factors affecting Entrepreneurship development, Entrepreneurship as a Process, Role of entrepreneurship in the developing economy.

Unit 2: Launching Entrepreneurial Ventures

Generation of ideas: Methods and process of generating ideas, sources of ideas and screening process
Assessing opportunities: Challenges, pitfalls and critical factors of new venture; Determining and acquiring required resources (Financial, Physical and Human): Search for entrepreneurial capital, Sources of finance for Entrepreneurs, Business Plan Preparation for new Ventures, Company Registration Process, Required certificates, Compulsory registration and Optional registrations.

Unit 3: Innovation and Creativity

Role of Innovation & Creativity, Creativity: Concept and process of creativity; role and importance of creativity and mental blocks to creativity Innovation: Meaning and importance of innovation; Types of innovation; Sources of innovation; Conditions for effective innovation at Organization level and Methods of protecting innovation and creativity: branding, trademarks, patents, copyrights and registered design protection

Unit 4: Selling and Negotiation skills to Entrepreneur

Selling and Negotiation, Rapport Building with Market Reading customers mind, understanding nonverbal cues, understand body movements, observing customers in formal and informal situation, eye contacts to customer, Selling Process, Knowledge: Market Mapping, Company, , Product Quality Benefits, Packaging and Price/Profits, MIS, Importance of Merchandising and shelving, Out shelving as important as Out selling, The Art of Converting Goods Stocked into Goods Sold. Case Study of selected Indian Business Houses

Unit 5 : Case Studies and examples of successful entrepreneurs and entrepreneurial ventures should be discussed at relevant places.

Learning Outcome:

Students able to learn about entrepreneurship skill. Students can learnt the concept Innovation & Creativity, understand how to manage business processes used in organizations

Suggested readings:

- 1) Baird. M.L., (2003), "Engineering your Start-up: A Guide for the High-Tech Entrepreneur", Professional Publications.
- 2) Bhide, A., (2003), "The Origin and Evolution of New Businesses" Oxford University Press.
- 3) Brown, S.L., and K.M. Eisenhardt, (1998), "Competing on the Edge: Strategy as StructuredChaos", Harvard Business School Press.
- 4) Bygrave, W.D., and A.L. Zacharakis, (2010), "The Portable MBA in Entrepreneurship", (4th edition), Wiley.
- 5) Donald. F Kuratko& T.V Rao, (2012), "Entrepreneurship: A South Asian Perspective, Cengage Learning Publications.
- 6) C.B Gupta and S.S Khanka, (2014), "Entrepreneurship and Small Business Management", Sultan Chand Publications, New Delhi.

M. B. A. II Semester
BUSINESS ENVIRONMENT

Course Code: II/137-1/GE-2B

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Learning objectives:

1. To help students to develop among candidates the knowledge base of environmental factors affecting business.
2. To acquaint the students to the emerging trends in business environment.
3. To inculcate values of Environmental ethics amongst the students.

Unit I: Basics Of Business Environment: Concept, Significance, Nature Of Business Environment, Need Of Environmental Studies For Business, Environment Scanning, SWOT Analysis, Basic Philosophies Of Capitalism And Socialism, Concept Of Mixed Economy

Unit II: Types Of Business Environment: Types Of Business Environment- Internal Environment, Micro Environment, Macro Environment-Economic Environment, Socio-Cultural Environment, Political Environment, Technological Environment and Legal Environment, Millennium Development Goals and Sustainable Development Goals

Unit III: Government Policies: Industrial Policy, Exim Policy, Technology Policy, Government Policy Regarding Small Sector Enterprises, Fiscal Policy, Planning In India- Planning Commission, New Trade Policy-1991 Onwards, Industrial Licensing In India.

Unit IV: Indian Business Environment: Liberalization, Privatization, Globalization, Multinational Corporations, Foreign Direct Investment (FDI), Disinvestments, Special Economic Zone (SEZ), An Introduction To MRTP, Competition Act, FEMA, SEBI Act, Consumer Protection Act.

Unit V: Natural Environment: Natural Environment, Natural Resources, Renewable And Non Renewable Resources, Limitations Of Non-Renewable Resources – Need Of Renewable Resources, Importance Of Water & Land, Global Warming, Environmental pollutions types, Industrial growth and pollution, Restricting chemical use in farming, non-polluting energy sources

Learning Outcomes:

1. Students will gain an understanding on Scanning of Business Environment
2. Students will be able to identify the Strengths & Weakness of the Companies & identify Opportunities & Threats in Business Environment
3. Students will come to know about different Policies of Government which Effect the Business

Books Recommended:

1. Business Environment-Text and Cases, Justin Paul: Tata McGraw Hill 3rd Edition
2. Essentials of Business Environment, Aswathappa: Himalaya Publishing House.
3. Business Environment-Text and Cases, Cherunilam, Francis: Himalaya Publishing.
4. Environmental Policy-By James Lester, Duke University Press

M. B. A. II Semester
STRESS MANAGEMENT AND HUMAN VALUES

Course Code: II/137-1/GE-2C

||University Examination 50 Marks ||Internal Assessment 50 Marks ||Total 100Marks ||

Course objectives: The basic aim of this course is to develop basic understanding stress of stress management and factors affecting business, to acquaint the students to the emerging new techniques of stress management & their coping methods. Also this course helps to inculcate the basic human values amongst students.

Unit I: What Is Stress? Stress –Myth or Reality? Definitions of Stress, Understanding Stress, Different Kinds of Stress, Stress & Illness – A ‘Job-Strain’ Model, Stressors and Stress Factors, Responses to Stress.

Unit II: Coping with Stress –A 5-Step Framework, Coping with Stress – Physical Techniques, Coping with Stress –Behavioural Techniques, Coping with Stress – Diversion Techniques, Coping with Stress – Workplace Techniques.

Unit III: Meaning, Definition, Nature of Value, **Types of Value-** Ultimate Values, Educational Values, Instrumental and Intrinsic Values, Personal Values, Neighborly Values, Community Values-Theoretical Values, Economic Values, Aesthetic Values, Social Values, Political Values, Religious Values. **Value System-** Consistency, Value exceptions, Conflict. **Properties and forms of value-**Relative or absolute, Intrinsic or extrinsic, Summation, Intensity, Positive and negative value, Protected value.

Unit IV: Human Values: Objectives, Morals Values, Ethical values, Integrity, Work ethics, Service learning, Virtues, Respect for others, Living peacefully, Caring, Sharing , Honesty, politeness, Courage, Valuing time, Commitment , Empathy, Justice, Equality, Self-confidence, Challenges in the work place, Spirituality.

Unit V: Human Value: Right, conduct, Peace, Truth, Love and affection, Co-operation, Co-ordination, Guidance, Non-violence, Wisdom, Reverences, Gratitude, Glory, Generosity, Spontaneity, Obedience, Unanimity, Self-restraint, Compassion, Kindness etc.

Learning Outcome: Students will gain an understanding on causes of stress and different aspects resulting in stress. Students will be able to identify the stress causing factors in Business. Students will know about different human values of and enduring these values in their real life.

SUGGESTED READING

1. Principles and Practice of Stress Management, Paul M. Lehrer, Robert L. Woolfolk, Wesley E. Sime, Third Edition, The Guilford Press, New York, 2007
2. Managing Stress: Principles and Strategies for Health and Well-Being, Brian Luke Seaward, Ninth Edition, Jones & Bartlett Learning, 2018

3. Strategic Stress Management: An Organizational Approach, Valerie J Sutherland & Cary L Cooper, Palgrave, 2000
4. The Complete Guide to Stress Management, Dr. Chandra Patel, Springer Media, 1st Edition, 1991
5. A Textbook on Professional Ethics and Human Values, R.S. Naagarazan, New Age International (P) Limited, Publishers, 2006