

**Syllabus prescribed for  
MBA Semester – I  
Managerial Economics**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Develop a fundamental understanding of supply, demand, buyer surplus, seller's surplus, and elasticities.
2	Understand competitive markets and economic efficiency.
3	Use firm and industry cost analysis for production and strategic decisions.
4	Distinguish between different market structures and different business strategies

**Unit I:**

**Principles of Economics:** Ten Principle of Economics

**Fundamental Principles of Managerial Economics** - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle,

**Utility Analysis,** Cardinal Utility and Ordinal Utility, Marginal Rate of Substitution, Indifference Curve Analysis

**Managerial Economics and its relevance in business decisions:** Rationale of objectives of a firm, Theory of Firm, Constraints Faced by a Firm

**Unit II:**

**Demand Analysis:** Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve.

**Elasticity of Demand** and its measurement, Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making.

**Demand forecasting** meaning, significance and methods- Time-Series analysis, Smoothing, Barometric Technique.

**Supply Analysis;** Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Price Restriction and Market Equilibrium ó Price Ceiling & Floor, Tax & Subsidy, Comparative Statics.

**Unit III:**

**Production concepts & analysis:** Production function, Types of production function, Laws of production: Law of diminishing returns, Output Elasticity of a variable input, Law of returns to scale. Measures of Productivity, Production Isoquant, Iso-cost, Expansion Path, Optimal Input Substitution. Role of Manager in Production Process.

**Cost concept and analysis:** Relationship between production and Cost, Types of costs- Relevant cost, Cost of Production, Returns to scale, Scope and Learning, Cost Analysis and Optimal Decision.

## Unit IV:

**Market structures:** Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition. Pricing Behavior in different market structure

**Pricing Practices:** Price Discrimination-First, Second and Third Degree Price Discrimination. Peak Load Pricing. Transfer Pricing

**Oligopoly:** Cournot, Bertrand, Stackelberg Model, Collusion, Cartel

**Game Theory and Competitive Strategy-** Market Entry, Bargaining, Application of One Shot Games, Infinitely Repeated Games, Factors affecting Collusion in pricing games, finitely repeated games.

**Auctions;** Types of Auctions-English and Dutch, Sealed-Bid Auction.

**Asymmetric Information** ó Adverse Selection, Signaling, Principal, Agents and Moral Hazards.

### Suggested Readings:

1. Principles of Microeconomics, N. G. Mankiw, 4<sup>th</sup> edition, Pearson Education, 2017
2. Microeconomics, Paul Krugman & Robin Wells, Worth Publisher, 2014
3. Microeconomics, Daniel L. Rubinfeld and Robert Pindyck, 9<sup>th</sup> Edition, Pearson Education, 2018
4. Managerial Economics, Thomas J. Webster, Elsevier Publication, 2004
5. Managerial Economics and Business Strategy, Michael R. Baye & Jeffrey T. Prince, Mcgraw Hill Education, 2014
6. Managerial Economics, William F. Samuelson & Stephan G. Marks, Wiley Publication, 2012
7. Managerial Economics ó Applications, Strategy and Tactics, McGuigan, Moyer & Harris, 13<sup>th</sup> Edition, Cengage Publication, 2011
8. Managerial Economics, Mark Hirschey, Cengage Publication, 12<sup>th</sup> edition, 2008
9. Managerial Economics, V. L. Mote, Mcgrawhill, 2017
10. Managerial Economics, H. L. Ahuja, S Chand Publication.

## Legal and Business Environment

**Course Outcomes:** On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Identify and evaluate the complexities of business environment and their impact on the business.
2	Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
3	Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
4	Understand the Industrial functioning and strategies to overcome challenges in competitive markets.

### Unit 1

**Legal Aspect of Business:** Introduction of Business Laws, Structure of the Indian Legal system, Sources of Laws.

**Fundamentals of contract laws, Special Contracts:** Laws of Agency, Contract of Bailment and Pledge, Contract of Indemnity and Guarantee.

## **Unit 2**

**Sales of Goods Act 1930, Consumer Protection Laws, Laws relating to Business Organization:** Difference between Partnership and Trusts, Company form of Organization.

**Protecting the property of Business:** Copyright, Trademark.

## **Unit 3:**

**Macro and Micro Indicators:** assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector.

**Competitive Environment:** legislation for anti-competitive and unfair trade practices; consumer and investor protection

## **Unit 4:**

**Current Industrialization Trends and Industrial Policy:** environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

**Globalization Trends and Challenges:** Balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

## **Suggested Readings:**

1. Legal Aspects of Business- Ravindra Kumar - Cengage Learning
2. Business Law Including Company Law- S. S.Gulshan & G. K. Kapoor ó New Age International Publication
3. Law Relating to Intellectual Property ó Dr. B. L. Wadehra- Universal LexisNexis
4. Legal Aspects of Busniess (Concepts and Applications) ó Parul Gupta ó Vikas Publication
5. Business Legislation for Management ó MC Kuchhal & Vivek Kuchhal ó Vikas Publication
6. Principles of Business Law ó K. Aswathappa ó Himalaya Publication
7. Indian Economy-For Civil Services Exam, 9<sup>th</sup> Edition, McGraw Hill, 2017, Ramesh Singh
8. Changing the Indian Economy: Renewal, Reform and Revival, Elsevier, 2018, edited by Rama P. Kanungo, Chris Rowley, Anurag N. Banerjee
9. Economic Environment of Business, 3rd Edition PHI, 2012, Veena Keshav Pailwar
10. Business Environment, 3rd Edition, Pearson, 2015, Shaikh Saleem
11. Business Environment- India And Global Perspective, 2nd Edition, PHI Learning, 2017, Faisal Ahmed, Absar Alam
12. Business Environment ó Text and Cases, 4th Edition, Mc Graw Hill, 2019, Justin Paul
13. Business Environment ó Text and Cases, 24th Revised Edition, HPH, 2016, Francis Cherunilam

## **Financial Reporting, Statements and Analysis**

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO</b>	<b>COURSE OUTCOMES</b>
<b>1</b>	Understand the basic concepts related to accounting, financial statements, process and principles with accounting equation.
<b>2</b>	Explore the financial accounting concepts and preparation of financial statements with various analysis tools.

3	Acquainting the knowledge regarding various cost accounting concepts with analytical skills for its application in managerial decision making.
4	Abel to present the financial results and position of a company relative to its industry by developing skills for interpretation to adopt for financial reporting purposes.

### **Unit I: Conceptual Framework of Accounting**

**Financial Accounting:** Basic concepts and Terms Used in Accounting, Book-keeping and Importance of Accounting in Business Organization, Differences between Financial Accounting, Cost Accounting and Management Accounting.

**Accounting Process:** Concept of Journal, Ledger, Trial Balance, Bank Reconciliation Statement, and Double Entry System.

**Structure of Business Firms:** Users of Accounting Information, Capital & Revenue Expenditure, Capital & Revenue Receipts, Accounting Principles and Conventions, Fundamental Accounting Equation.

**Depreciation:** Causes, Methods of Calculating Depreciation - Straight Line Method, Diminishing Balance Method, and Annuity Method.

### **Unit II: Financial Statement Analysis**

**Financial Statements:** Nature, Objectives, Uses and Limitations of Financial Statements, Types of Financial Statements, Preparation of Final Accounts,

**Tools and Techniques of Financial Statement Analysis:** Ratio Analysis, Comparative Statement, Common Size Statement and DuPont Analysis,

**Fund Flow Statement:** Nature, Objectives, Uses and Importance of Fund Flow Statement, Preparation of Funds Flow Statement-Sources and Application of Fund, Schedule of Changes in Working Capital, Treatment of Provision for Taxation, Proposed Dividend and Interim Dividend.

**Cash Flow Statement:** Nature, Objectives, Uses and Limitations of Cash Flow Statement, Distinction Between Funds Flow and Cash Flow Statement, Classification, Preparation, and Calculation of Cash Flow Statement, Cash From Operation and Utility of Cash Flow Statement.

### **Unit III: Business Decision Techniques and Costing**

**Short Term Business Decisions:** Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.

**Inventory Valuation** - Methods of Inventory Valuation - FIFO, LIFO, and Weighted-Average, Valuation of Goodwill.

**Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.

**Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break Even Point (BEP) Analysis and Cost Volume Profit (CVP) Analysis.

### **Unit IV: Exercising Control and Reporting**

**Budgeting:** Meaning of Budget, Importance, Advantages and Disadvantages, Functional Budgets, Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget.

**Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Analysis of variances: Cost, Material, Labour, Overhead, and Profit - Usage, Price, Volume and Sale Price Variances.

**Financial Reporting:** Quality of Financial Reporting, Reporting Regulation in India, Window Dressing, Recent Scandals in Financial Reporting,

**Management Reporting and Audit:** Meaning of Management Reports, Essentials of Effective Reporting, Reports to Different Levels of Management, Management Audit - Meaning, Objectives, Scope and Areas.

**Suggested Readings:**

1. Narayanaswamy, R Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012.
2. Subramanyam, K. R. and John, J.W, "Financial Accounting ó A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015.
3. Penman, S.H, "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014.
4. Erich, A. H "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill, 2014.
5. Ashish K. Bhattacharya: Financial Accounting for Business Managers: Prentice-Hall of India Pvt. Ltd, 2006.
6. S.P.Jain, K.L.Narang, Simmi Agrawal: Accounting for Managers: Kalyani Publishers: Year of Publication, 2006.
7. T.P. Ghosh : Financial Accounting for Managers : Taxmann : Year of Publication 2006
8. Horngren, Sundem, Elliott: Introduction to Financial Accounting: Pearson Education, 2005.
9. S.N.Maheshwari, S.K.Maheshwari: An Introduction to Accountancy: Vikas Publishing House Pvt. Ltd, 2005.
10. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.
11. Sanjay Dhmiya, Financial Accounting for Managers, Pearson Publications.
12. Shankarnarayanan Ramanath, Financial Accounting for Management, Engage Learning.
13. Horngren, Sundem, Stratton, Introduction to Management Accounting, Pearson Education.
14. S. N. Maheshwari, Management Accounting, Sulthan Chand & Sons.
15. M. .N. Arora, Management Accounting, Himalaya Publishers.

**INDIAN ETHOS AND BUSINESS ETHICS**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Students will be acquainted with the fundamentals of Indian ethos and its relevance in the practical aspects.
2	Students will comprehend the allied root reasons and nature of ethical issues.
3	Aspirants will endeavor to find remedies for ethical issues being faced by organizations, employees, managers and policy makers.
4	Students will reflect a personality well equipped by values and spread the same at workplaces in future.

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**Unit I:**

Indian ethos- history and relevance (Gandhian thoughts, Vedantic tradition, holistic management, Liberation from oppression, Confluencism), Role of scriptures, Management lessons from- Vedas- Dwait and Adwait traditions, Mahabharata with emphasis on message from Gita, Bible and Kuran

**Unit II:**

Kautilya's Arthashastra, Indian v/s Western Management- difference between core values, foremost thinkers and philosophers, Value based management in global change- Need and contemporary scenario, Secular v/s Spiritual values, Theory of Karma, Nishkam Karma, Sakam Karma, Prarabdha, Kriyaman, Ancient Indian Educational system- Gurukul system- History, significant places, symptoms of studenthood

### Unit III:

Theories of ethics- Utilitarianism, Deontology, Rawlsian ethics, Aristotle's Virtue Ethics, Situational ethics, Kohlberg's six stages of moral development, Absolutism v/s Relativism, Ethical dilemma- Meaning, Current situations reflecting dilemmas, Process to resolve, Codes of ethics, codes of conduct- Significance, features, design.

### Unit IV:

Ethical and value based leadership- Distinction from Western concept of leadership, Impact during functioning, Stress management- types, reasons, signals, remedies, significance of hobbies, Indian perspective of stress management, Yoga, Meditation

### Suggested Readings:

- 1- Andrew Crane And Derk Matten, Business Ethics, Second Edition, 2007, Oxford University Press
- 2- C.S.V. Murthi, Business Ethics- Text And Cases, Reprint 2011, Himalaya Publishing House
- 3- D M Pestonjee, Stress And Coping- Indian Experience, Second Edition 1999, Sage Publishing
- 4- M G Velasquez, Business Ethics- Concepts And Cases, Sixth Edition, Prentice Hall India
- 5- S A Sherlekar, Ethics In Management, Reprint 1999, Himalaya Publishing House
- 6- Satish Modh, Ethical Management- Text And Cases; First Edition 2005, Macmillan India Pvt Ltd
- 7- William H Shaw, Business Ethics; Fourth Edition; Thomson Learning
- 8- Business Ethics- An Indian perspective, II Edition, A.C. Fernando, Pearson Publication
- 9- Business Ethics and Corporate Governance, Jyotsna G.B., R.C. Joshi, McGraw Hill Publication, First Edition
- 10- Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
- 11- Chakraborty S.K., "Management by Values", New Delhi, Oxford University Press, 1992.
- 12- Chakraborty S.K., Chakraborty Debangshu, Spirituality in Management: Means Or End?, Oxford University Press, 2008.
- 13- Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
- 14- Jitatananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- 15- Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
- 16- S.K. Chakraborty, The management and ethics Omnibus, Oxford University Press, fifth impression 2005.

## Organisational Behaviour

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Aware the students regarding human interaction in an organisation.
2	Finding what forces enhancing it for setting better results in attending the business goals.
3	Formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
4	Abel to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour and demonstrate skills required for working in groups

### Unit I:

**Foundation of Organisational Behavior Ability Attitude:** Constituents, Function, Attitude Change.

**Job Satisfaction:** Factors, Evaluation.

**Values:** Concept, Development Process.

**Perception:** Concept, Process, Sensory, Absolute and Differential Threshold.

**Unit II:**

**Leadership:** Concept, Theories of Leadership, Style.

**Motivation:** Concept, Theories of Motivation.

**Foundation of Group Behaviour:** Group, Group Development, Group Properties, Roles Status, Size and Cohesiveness, Group Decision Making, Group Dynamics, Work Teams.

**Unit III:**

**Understanding Organisation:** Structure, Role, Types Division and Span of Control.

**Managing Organisational Culture:** Concept Fundamentals of Organisational Culture, Technology and Organisational Decision, Organisational Decision Making.

**Unit IV:**

**Managing Organisational Conflict:** Power, Politics, Negotiation and Stress,

**Organisational Change:** Process, Stages, Resistance to Change Measure to Overcome Resistance to Change.

**Suggested Readings:**

1. Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition,
2. Dr. Niraj Kumar, "Organizational Behavior -A new Look Concept, Theory and Cases", Himalaya Publication, First Edition 2009.
3. Margie Parikh, Rajen Gupta, "Organisational Behaviour", McGraw Hill Education (India) Private Limited, 1st Edition.
4. PG Aquinas, "Organizational Behaviour: concepts, realities, application and challenges", First edition, Excel Books.
5. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra, Pearson.
6. Organization Behavior: A south Asian perspective by Nelson, Quick, Khandelwal, Cengage Publication.
7. Organization Behavior, Suja R. Nair, Himalaya Publication
8. Organization Behavior , 2E by Bhattacharyya by Oxford University Press
9. Organization Behavior, P. Subba Rao by Himalaya Publication House.
10. Understanding Organization Behavior by Pareekh & Khanna - Oxford University Press.

**Computer Application for Business**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Develop the basic understanding of the information system for businesses in decision making process along with focus on Information technology and security/privacy of MIS.

**Unit I:**

Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, Development of MIS: Information requirement, Designing of MIS, Implementation of MIS, System Development Models

**Unit II:**

Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc., Data Base Management Systems - Data Warehousing and Data Mining

**Unit III:**

Decision Making: Decision Making Process, Stages in Decision Making, Decision Making Models, Information System support for Decision Making Phases. Decision Support Systems:

Concept, Constructing a DSS, knowledge Based Expert System (KBES), Enterprise Management System (EMS),

#### **Unit IV:**

Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

#### **Suggested Readings:**

1. Theierauff, Robert J, Decision Support System for-Effective Planning, Prentice Hall, 1982.
2. Davis L., Michael W., A Management Approach, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
4. Goyal, Management Information System, McMillan India.
5. Gupta, Management of Systems, McMillan India.
6. Oka Dr.Milind, Management Information Systems, Everest Publishing House, 7th ed., 2003.
7. Management Information Systems, Jawadekar, Tata McGraw Hill

## **Business Statistics and Analytics for Decision Making**

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO</b>	<b>COURSE OUTCOMES</b>
<b>1</b>	Develop an understanding of Business Statistics and Analytics and its managerial applications in the real business world.
<b>2</b>	Make the student familiar with statistical techniques in Business Decision Making.
<b>3</b>	Expand the knowledge of inferential statistics for developing criteria for decision making.
<b>4</b>	Understanding of basic and advance quantitative models in management decision making.

### **Unit-I: Introduction to Business Statistics and Analytics**

**Business Statistics** - Statistics, definitions, scope, functions, limitations and its applications, Role of Statistics and Statistical Organizations in Research, List of Statistical Softwareø ó Microsoft Excel, SPSS, STATA, R.

**Business Analytics** ó Definition, scope, limitations, Applications of Business Analytics, Business Intelligence, Types of Business Analytics, Components of Business Analytics.

**Data Analytics** - Data Analytics in Business, Economics, Finance, Marketing and Human Resource, Basic Terminologies - Artificial Intelligence, Data Mining, Data Warehousing, Big Data Analytics, Role of Computers in Data Analytics, List of Offline Analytics Softwareø ó Microsoft Analytics using Excel,

**Web Analytics** óInternet Data Analytics, Live Analytics, List of Online Analytics Software and Programs / apps - Google Analytics, Social Media Analytics, Face book Analytics ó Face book Insights, etc.

### **Unit-II: Tools of Data Analysis**

**Data Collection** ó Collection of data, Primary and Secondary Data, Method of data collection ó Sampling and Census Method, Planning Statistical Survey.



**Data Visualization** ó Classification and Tabulation of Data, Frequency Distributions, Diagrammatic and Graphical Representation of Data.

**Descriptive Statistics** ó Univariate Analysis, Measures of Central Tendency and Dispersion.

**Bivariate Analysis** - Correlation Analysis - Karl Pearson and Rank Order, Regression Analysis ó Fitting of regression lines and equations by Least-Square Method.

**Business Forecasting** ó Major applications, Methods of Forecasting - Time Series Analysis and Regression Analysis, Statistical Analysis using Microsoft Excel / Statistical Software.

### **Unit-III: Concept of Sampling and Testing**

**Probability** ó Theory of Probability, Modern Probability, Probability Function.

**Random Variable** ó Discrete and Continuous Random Variable and its probability distribution function.

**Discrete Probability Distributions** ó Binominal and Poisson Distribution and its applications.

**Continuous Probability Distributions** ó Normal Distribution and its applications, Probability under the Normal curve.

### **Unit-IV: Decision Making Tools of Operation Research**

**Quantitative Techniques:** Introduction to Linear Programming Problem (LPP), Formulations of LPP, Methods of LPP ó Graphical Method, Simplex Method, Sensitivity Analysis.

**Networking Models** ó Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM)

**Game Theory** ó Basics of Game Theory and its applications in Business, Strategic Games, one person, two person and n person games.

**Decision Analysis** - Decision Theory, Methods of Decision Analysis ó Decision making under certainty and uncertainty, Decision Criteria, Decision Tree Analysis.

### **Suggested Readings:**

1. Acharya S. and Prasad R.N., (2016) Fundamentals of Business Analytics, John Wiley & Sons.
2. Beri G.C. (2006) Business Statistics, Tata McGraw-Hill
3. Borman D. (2018). Statistics 101: From Data Analysis and Predictive Modeling to Measuring Distribution and Determining Probability, Your Essential Guide to Statistics. Adams Media
4. Bruce P. and Bruce A. (2017). Practical Statistics for Data Scientists: 50 Essential Concepts. O'Reilly Media, Inc.
5. David M. Levine and David F. Stephan. (2017) Business Statistics: A First Course. Pearson
6. Elhance D.N., Elhance V. and Aggrawal B.M. (2008) Fundamentals of Statistics. Kitab Mahal
7. EMC Education Services (2015) Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting, Wiley.
8. Fraser D., (2018). Practical Marketing Analytics: Customer Analytics | Web Analytics | Product Marketing | Quantitative Marketing.
9. Ganis and Kohirkar (2016) Social Media Analytics 1/e
10. Gupta S P and Gupta M.P., (1997) Business Statistics. New Delhi, Sultan Chand.
11. Gupta S.C. and Kapoor V.K. Kapoor, Fundamentals of Mathematical Statistics. Sultan Chand

12. Harvard Business Review (2018) HBR Guide to Data Analytics Basics for Managers. HBR Press
13. Hooda R.P. (1994) Statistics for Business and Economics, Macmillan India
14. Jordan E.J., Google Analytics 101. Streetlib.
15. Kaushik A. (2007) Web Analytics: An Hour a Day. Sybezx Wiley
16. Kumar Dinesh U. (2017) Business Analytics: The Science of Data - Driven Decision Making, Wiley India.
17. Levin R.I. and Masood H.S. (2017). Statistics for Management. 8th Edition, Pearson
18. Levin Richard I and Rubin David S (1995). Statistics for Management. New Jersey, Prentice Hall Inc.
19. Lysander M.H. (2016). Data Analysis and Business Modelling Using Microsoft Excel. PHI
20. Maheshwari A., (2017) Data Analytics, McGraW-Hill.
21. Narag, A.S. (1995) Linear Programming and Decision Making, New Delhi, Sultan Chand
22. Schniederjans M.J. and Schniederjans D.G., Business Analytics Principles, Concepts, and Applications: What, Why, and How, Pearson Education. 2014.
23. Sharma H. (2015). Maths and Stats for Web Analytics and Convers. Optimize Smart
24. Sharma J.K. (1997). Operations Research: Theory and Applications New Delhi, Macmillan India Ltd.
25. Sharma J.K. (2014) Fundamentals of Business Statistics. Pearson Education
26. Siegel A. (2011) Practical Business Statistics, 6th Edition. Academic Press Elsevier.
27. Singh K., (2018). Web analytics: By Banna, EMarketing Institute
28. SSRG SOLUTIONS, Google Analytics for beginners.
29. Taha, H.A. (1989). Operations Research, An introduction, New York, Mc-Millan, 1989.
30. TheDataMonk (2017). Web Analytics - The Way we do it. TheDataMonk
31. Vohra N.D. (2013) Business Statistics, Tata McGraw-Hill.
32. Winston W.L. (2014). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley
33. Zikmund W.G. (2003) Business Research Methods, Cengage Learning.

**Syllabus prescribed for  
MBA Semester – II  
Business Communication**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Demonstrate students to verbal and non-verbal communication ability to solve workplace communication issues.
2	Create and deliver effective business presentations, using appropriate tools.
3	Draft effective business correspondence with brevity and clarity.
4	Develop the students for job market.

**Unit-1**

Significance of Verbal Communication- Need of Communication Skills for Managers, Channels ,forms and dimensions of communication, Non-Verbal communication, Principles of non-verbal communication - through clothes and body language, Barriers of communication and how to overcome barriers.

**Unit-2**

Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Presentation Style, Tools used to make Presentation impactful, Dynamics of group presentation and individual presentation. Just-a-Minute Presentation, Listening Skills, Negotiation Skill.

**Unit-3**

Do's and Don'ts of Business Writing: Business correspondence, Report Writing, Email Etiquette, Resume Writing. Meetings - Meeting and Boardroom Protocol - Guidelines for planning a meeting, Case Analysis.

**Unit-4:**

Interview Techniques- Essentials of placement interviews, web /video conferencing, telemeeting, Preparation for Interview, Group Discussions-Do's and Don'ts of GD, mock GD's on 2 topics.

### **Suggested Readings:**

- 1) Business Communication for Managers, Payal Mehra, Pearson Education India; Second edition.
- 2) Business Communication, Asha Kaul, Prentice Hall India Learning Private Limited
- 3) Business Communication Today, Bovee C L et. al., Pearson Education
- 4) Business Communication, P.D. Chaturvedi, Pearson Education.
- 5) Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
- 6) Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
- 7) Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

## **Marketing Management**

**Course Outcomes: On successful completion of the course the learner will be able to**

<b>CO</b>	<b>COURSE OUTCOMES</b>
<b>1</b>	Develop an understanding of the underlying concept, theories and strategies involved in the marketing of product and services.
<b>2</b>	Capable to apply the three steps of target marketing: market segmentation, target marketing, and market positioning.
<b>3</b>	Able to evaluate different distribution channel options and their suitability for the company's product.
<b>4</b>	Develop a suitable promotion mix (advertising, sales promotion, public relations, personal selling, and direct marketing etc.) for the product.

### **Unit I:**

**Introduction to Marketing Management:** Definition, Marketing Process, Understanding the Market Place and Consumer needs, Markets, Marketing Mix, Marketing Department Organisation.

**Analyzing Marketing Environment, and Competition:** Company's Micro Environment, Macro Environment, Economic, Technological, Political, Cultural Environment, Responding to the Marketing Environment, Competition ó Designing Business Portfolio, Strategic Planning, Growing Share of Customer.

### **Unit II:**

**Consumer Behaviour:** Model of Consumer Behaviour; Characteristics Affecting Consumer Behaviour, Buying Decision Process, Business Buyer Behaviour.

**Market Segment and Target Segment:** Basis of Segmentation, Segmenting Consumer and Business Markets, Evaluating and Targeting Business Segment, Requirements of Effective Segmentation.

**Product Decisions:** Product and Services, Classification, Product Mix, Product Line Decisions; Product Life Cycle - Stages and Strategies.

**Branding:** Brand Equity, Building Brands and Managing Brands.

### **Unit III:**

**Physical Distribution Decisions:** Supply Chain Channel Behaviour and Organisation.

**Channel Distribution:** Selecting Channel Members, Managing and Motivating Channel Members, Evaluating.

**Channel for Industrial Product:** Channel Members, Specialty, Evaluation of Channel Members.

**Pricing:** Concept, Patterns Affecting Price, Pricing Approach, Pricing Strategies, Price Adjustment Strategies.

### **Unit IV:**

**Promotion:** Concept, Promotion Mix.

**Advertising:** Objectives, Budget, Strategy, Evaluating Advertising.

**Sales Promotion:** Concept, Objective, Major Tools Developing Sales Promotion Program.

**Public Relation:** Role & Impact, Tools.

**New Product Development:** Process, Stages.

**Suggested Readings:**

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
4. Introduction to Marketing, Adrian Palmer, 3rd Edition, Oxford Publishing,
5. Marketing Management ó Indian Context with Global Perspective, V S Ramaswamy & S Namakumari, 5th Edition, Mc Graw Hill India
6. Principles of Marketing: A South Asian Perspective, 13e ó Kotler ó Pearson
7. Marketing Management ó Arunkumar N. Meenakshi ó Vikas Publishing
8. Basics of Marketing Management ó R.B. Rudani S. Chand & Company Ltd.
9. Marketing óVarma & Duggal ó Oxford University Press.
10. Marketing Management ó Stanton ó McGraw Hill.

**Corporate Finance**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Aware of the basic concepts related to financial management, various techniques and tools to manage finance function.
2	Gaining the knowledge of principles and concepts used in financial decision making and familiarizing the students with the valuation of firm.
3	Able to find out the best course of action among several financial options with the technique of capital budgeting and restructuring.
4	Assessing the impact of corporate investment decisions in financing of working capital needs and the long term capital needs of the business organization.

**Unit I: Conceptual Framework of Finance**

**Financial Management:** An Overview Finance and Related Disciplines; Scope of Financial Management; Basic Principles of Financial Decisions, Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India.

**Financial Planning:** Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalization.

**Time Value of Money:** Introduction, Rationale, Future Value, Discounting or Present Value Techniques, Compounding Techniques and Doubling Period.

**Valuation of Bonds and Shares:** Introduction, Intrinsic Value, Book Value, Valuation of Bonds and Valuation of Shares.

**Unit II: Valuations of the Firm Decisions**

**Leverage:** Introduction of Operating and Financial Leverage, Measurement of Leverages, Effects of Operating and Financial Leverage on Profit, Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage.

**Sources of Finance:** Introduction of Financial Instruments, Types of Capital, Long term Medium Term and Short Term Financing.

**Cost of Capital:** Introduction of Cost of Capital, Significance of Cost of Capital, Calculation of Cost of Debt, Cost of Preference Capital, and Cost of Retained Earnings, Combined Cost of Capital (Weighted/Overall).

**Capital Structure:** Introduction and Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Capital Structure Theories - Traditional approach - M.M. Hypotheses ó without Taxes and with Taxes ó Net Income Approach (NI) ó Net Operating Income Approach (NOI) - Determining Capital Structure in Practice.

### **Unit III: Corporate Investment Decisions**

**Capital Budgeting:** Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Capital Budgeting ó Nature of Investment Decisions ó Investment Evaluation Criteria ó Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) ó NPV and IRR Comparison.

**Risk Analysis in Capital Budgeting:** Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach.

**Capital Rationing:** Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

**Corporate Restructuring:** Introduction, Scope and Objectives Corporate Restructuring, Important Forms of Corporate Restructuring, Mergers and Acquisitions and Take-Overø-Types of Mergers, Motives for Mergers, Principles of Corporate Governance.

### **Unit IV: Management of Liquidity**

**Working Capital Management:** Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital.

**Dividend Policies:** Issues in Dividend Decisions, Relevance Theory, Walterø Model Gordonø Model, Irrelevance Theory, M-M hypothesis, Dividend Policy in Practice, Forms of Dividends, Stability in Dividend Policy, Corporate Dividend Behaviour.

**Receivable Management:** Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy.

**Behavioral Finance:** Introduction, Scope and Objectives Behavioral Finance, Behavioral Finance Concepts, Biases Studied in Behavioral Finance.

### **Suggested Readings:**

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice

6. Hall of India, New Delhi, 2002.
7. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
8. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
9. Kishore Ravi, M: Financial Management; Taxman, 2006.
10. Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane, 2011.
11. Shashi K. Gupta and R.K. Sharma, Financial Management, Kalyani Publications
12. V.K. Saxena and C.D.Vashist , Basics of Financial Management S. Chand and Sons.
13. Kishore Ravi, M: Financial Management; Taxman, 2006.
14. Dr. Mahesh Abale & Dr. Shriprakash Soni, Financial Management, Himalaya Publishing House Pvt. Ltd
15. Dr. V. R. Palanivelu, Financial Management, S. Chand Publication.

## **Research Methodology**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	This course is designed to consider modern days marketing condition.
2	The business organisations which are intend to know buyers response, to know market, to know what external forces are, and to design effective marketing strategies.
3	Examine the various facets of a research problem and Illustrate the relevant aspects of the research process from a data driven decision perspective.
4	Derive inferences by applying various techniques of interpretation and be and write various types of research reports.

### **Unit I:**

**Marketing Research:** Purpose, Nature and Scope, Process, Defining the Problem and Determining the Research Objectives,

**Literature Review:** Assessing and Managing Sources of Information and Scholarly Literature.

**Research Design:** Concept, Types, Important Experimental Design.

### **Unit II:**

**Measurement and Scaling:** Qualitative and Quantitative Data, Classification, Scaling Techniques,

**Data Collection Tools:** Questionnaire Design, Case Study Method, Attitude Measurement Techniques, Non Disgusted Methods of Data Collection, Marketing Research Agencies.

### **Unit III:**

**Sampling and Sample Design:** Sample Plan and Size, Field Work/ Survey, Data Quality Issues, Data Preparation.

**Descriptive Statistics:** Measure of Central Tendency, Measure of Dispersion, Measure of Relationship, Covariance, Correlation Coefficient.

### **Unit IV:**

**Hypothesis Testing:** Concept, Test Statistics, Hypothesis Testing For Difference of Two Means Proportion/ Variances, Chi - Square Test.

**Analysis of Variance:** One Way, Two Way Anova.

**Research Proposal:** Purpose, Nature and Evaluation - Content and Format - Practical Consideration - Timeliness - Budget - Data Analysis Software.

### **Suggested Readings:**

1. Marketing Research, S. L. Gupta, Excel Books
2. Marketing Research, G. C. Beri, Tata McGraw-Hill Education
3. Basic Marketing Research, Naresh K. Malhotra, Mark Peterson, Pearson
4. Marketing Research, A. Parasuraman, Dhruv Grewal, Dreamtech Press
5. Research Methodology, C. R. Kothari, New Age Publication
6. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
7. Business Research Methods ó S L Gupta & Hitesh Gupta- McGraw Hill
8. õResearch Methodologyö, Panneerselvam, Prentice Hall India

9. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
10. Approaches to Social Research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
11. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
12. Alan Bryman and Emma Bell, "Business Research Methods", Oxford Publication
13. Business Research Methods by Brayman & Bell Oxford University Press
14. Research Methodology- Prashant Sarangi Taxmann Publications.
15. Business Research Methods of Naval Bajpai - Pearson

### **Production and Operation Management**

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Equip students with process of planning, organizing and controlling activities of production.
2	Educate them on resources system used for transforming raw materials in to value added products.
3	Explain the students various dimensions of production planning and control and their inter-linkages with forecasting.
4	Students can measure performance related to productivity and will be able to conduct basic industrial engineering study on men and machines.

#### **Unit I:**

**Production and Operation Function:** Function, Nature, and Scope Types, Difference between Manufacturing and Service Operation, Interface with other Functional Areas.

**Production System:** Types, Application, Process Selection and Facility Layout, Production Location Decision.

**Production Planning and Control:** Objective, Function, Strategy, Sequencing Model.

#### **Unit II:**

**Demand Forecasting:** Need, Type, Technique.

**Materials Management:** Material Requirement Planning, Process, Purchase Management, Stores Management.

**Inventory Control:** Concept, Type, Models- Basic Model, Price Discount Model, Safety Stock, Reorder Level, ABC Analysis.

#### **Unit III:**

**Supply Chain Management:** Concept, Function, Chain Partners Management, Lean Vs Agile Supply Chain.

**Aggregate Planning:** Concept, Process, Approach, Master Production Schedule.

**Capacity Planning:** Concept, Process, Approaches, Line Balancing.

**Quality Control:** TQM, ISO - 9000, Charts.

#### **Unit IV:**

**Work Study:** Concept, Approaches and Scope.

**Method Study:** Objective and Method.

**Process Chart:** Man of Machine - Material, Two Hands Multiple Activity Chart, Micro - Motion Charts.

**Work Measurement:** Concept, Calculation of Standard Time, Work Sampling.

#### **Suggested Reading:**

1. Industrial Engineering and Production Management, Martand Telsang, 2nd Rev Edn 2006 edition, S Chand Publications.
2. Operations Management Theory & Practice, B.Mahadevan, Pearson.
3. Purchasing and Materials Management, P. Gopalakrishnan, 1st Edition, McGraw Hill Education.
4. Procurement and Principles Management, Peter Baily, Barry Crocker, David Farmer, David Jessop, 11th Edition, Pearson Education.
5. Production & Operations Management 3e of Kanishka Bedi Oxford University Press.

6. Production & Operations Management K. Ashwathappa & K. Shridhar Bhat- Himalaya Publications.
7. Production & Operations Management S.N. Chary Tata McGraw Hill.
8. Production & Operations Management - N.G. Nair Tata McGraw Hill.
9. Production and Operations Management, R B Khanna, PHI, New Delhi.
10. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

## Human Resource Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Introduce the basic concepts, Principles, Functions & processes of Human Resource Management.
2	Students are aware about the role, functions and functioning of human resource department of the organizations

### **UNIT I: Introduction of Human Resource Management & Acquisition:**

HRM Concept, Scope and Importance, HR as a Factor of Competitive Advantage, Competencies & Role of HR Manager, Manpower Planning, Job analysis-Job Description-Job Specification, Recruitment, e - recruitment strategies, Selection, Induction and Career Planning

### **UNIT II: Performance, Training Compensation Management:**

Performance Management Concept, Methods of Performance Evaluation, Promotion, Demotion, Transfer and Separation, Training process & Methods, Management Development Techniques, Protégé relationships. Job Evaluation, Basics & Components of Compensation, Compensation Management,

### **Unit III: International HRM and Emerging Horizons of HRM:**

Concept, Importance, and Models of International HRM; Challenges of International HR Managers, E-HRM, Human Resource Information System, Human resource accounting and audit.

### **Unit IV: Communication by HR:**

Employee file maintenance; Drafting Interview Letter, Offer Letter, Appointment Letter, Promotion Letter, Transfer Letter, Appreciation Letter, reprimand letter, termination letter, Notice, Circular and Memo.

### **Suggested Readings:**

1. Personnel and Human Source Management by P. Subba Rao, 5<sup>th</sup> Edition, Himalaya Publication House.
2. Human Resource Management Text and Cases by K. Ashwatappa, 6<sup>th</sup> Edition Tata McGraw-Hill Education.
3. Essentials of Human Resources Management by Indranil Mutsuddi, New Age Publication.

## Entrepreneurship

**Course Outcomes: On successful completion of the course the learner will be able to**

CO	COURSE OUTCOMES
1	Explore entrepreneurial path and acquaint them with the essential knowledge of starting new ventures.
2	Students will learn tools and techniques for generating, testing and developing innovative startup ideas into successful enterprise.

### **Unit I: Foundations of Entrepreneurship Development**



Concept and Need of Entrepreneurship Development, Concepts of Entrepreneur, Intrapreneur/Corporate Entrepreneur comparative study, Entrepreneurship Career opportunities, Entrepreneurship as a style of management, The Entrepreneur's Role, Task and Personality, Entrepreneurship in emerging economies.

## **Unit II: Idea Generation**

Definition of Innovation, Invention, Creativity, Identification of profitable pain points, Idea evaluation & validation methods, Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analyzing.

## **Unit III: Business Planning Process**

Types of Entrepreneurial Venture and the Entrepreneurial Organization, The business plan as an entrepreneurial tool, elements of Business Plan, Market Analysis, Development of product/idea, Critical risk contingencies of the proposal and its management Scheduling, Role of the following Govt. Agencies in the Entrepreneurship Development

## **Unit IV: Project Management and Role of Government**

Technical, Financial, Marketing Personnel and Management feasibility Reports, Project financing: Debt, Venture Capital Funding, Angel Capitalist, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc.

### **Suggested Readings:**

1. Dynamics of Entrepreneurship Development ó Vasant Desai.
2. Entrepreneurship: New Venture Creation ó David H. Holt
3. Entrepreneurship Development New Venture Creation ó Satish Taneja, S.L.Gupta
4. Project management ó K. Nagarajan.
5. Entrepreneurship: Strategies and Resources ó Marc J. Dollinger
6. Innovation and Entrepreneurship ó Peter F. Drucker
7. New Vistas of Entrepreneurship: Challenges & Opportunities ó A. Sahay, M.S.Chhikara
8. Entrepreneurship and Small Business Management ó Siropolis
9. The Entrepreneurial Connection - GurmeetNaroola
10. Corporate Entrepreneurship ó Vijay Sathe
11. Make The Move: Demystifying Entrepreneurship ó Ishan Gupta, RajatKhare

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