

**DEPARTMENT OF COMPUTER SCIENCE**  
**S.V.U. COLLEGE OF MASTER OF BUSINESS ADMINISTRATION**  
**SRI VENKATESWARA UNIVERSITY: TIRUPATI**



**RESTRUCTURED CURRICULUM FOR MBA**  
**TO BE IMPLEMENTED WITH EFFECT FROM THE ACADEMIC**  
**YEAR 2021 - 2022**  
**Amended as per NEP-2020**

## **DEPARTMENT OF MANAGEMENT STUDIES:**

Department of Management Studies which was started in 1983 has made its Vision, Mission and Objectives clear to primarily produce competent management professionals continuously over the years. These are:

### **VISION**

To be a centre of excellence in the field of management education.

### **MISSION**

To produce globally competent and socially responsible managers, entrepreneurs, teachers and researchers.

### **OBJECTIVES**

- To provide best learning experience in management education by extensive use of information and communication technology tools.
- To create management knowledge through path breaking research and disseminate it.
- To encourage entrepreneurial spirit and foster entrepreneurship.
- To infuse the basic values and transform people as good human beings.

#### **A. MBA Program:**

The MBA program is a student centric program with an objective of developing a career in diverse sectors of the industry domestically and globally. The MBA program not only facilitates learning in theory and practice of different functional areas of management but also equips the students with an integrated approach to various functions of management.

The curriculum is designed in a way that Faculty and Students will shift their focus from traditional methodology which excessively focuses on industry towards a broad based learning, encompassing the end to end processes involved in developing entrepreneurial skills looking at needs and demands of broader sections of the society.

#### **Program Objectives (POs) –**

- To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- To analyze and synthesize information across disciplines/functions in order to evaluate business opportunities and make sound business decisions.
- To evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities.
- To summarize and apply theories of team composition, process, and motivation (including inclusivity and diversity) to effectively manage work teams.

- To lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- To foster analytical and critical thinking abilities for data-based decision making.
- To harness entrepreneurial approach and skill sets.
- To make them utilize qualitative and quantitative methods to investigate and solve critical business problems.
- To integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems.
- To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
- To recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
- To help organizations adapt in the emerging business landscape.
- Ability to develop value based leadership approach.

**Other Highlights of the Department:**

a) **New Skills & Competencies desired due to dynamic business environment:** The contents and structure of syllabus revolves around the Knowledge, Skills and Attitude (KSA) dimensions, which calls for dynamic job requirements of today

b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude of the MBA graduates. The curriculum imbibes methods necessary to address these concerns of the industry.

c) **Application Orientation:** The course focuses on methodology that will apply management theories, principles and concepts in routine requirement of the industry. This can be achieved through group activity, field work, experiential learning, etc.

d) **Entrepreneurial aspirations and preparedness for the same:** The curriculum will allow students to a confidence level where they can become masters of their own and wish to start up their new ventures and create further growth opportunities.

**At the end of the curriculum students should able to start their own venture and control all the managerial functions. Apart from this students should be able to handle the managerial responsibilities in the corporate world.**

**B. MBA Program Specific Outcomes are (PSOs):**

1. To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Economy & Society.

3. To inculcate proactive thinking to ensure effective performance in the dynamic socio-economic and business ecosystem.

## **Annexure - 1**

### **Semester – I**

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
101	Management and Organizational Behaviour	Core	4	30	70	3 Hrs	100
102	Managerial Communication	Core	4	30	70	3 Hrs	100
103	Managerial Economics	Core	4	30	70	3 Hrs	100
104	Accounting for Managers	Core	4	30	70	3 Hrs	100
105	Quantitative Analysis for Management Decisions	Core	4	30	70	3 Hrs	100
106	Business Statistics	Core	4	30	70	3 Hrs	100
107	Modelling with Excel	Core- Online	4	--	100	3 Hrs	100
108	Human Values and Professional Ethics	Audit		100			

## Semester – II

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
201	Marketing Management	Core	4	30	70	3 Hrs	100
202	Human Resources Management	Core	4	30	70	3 Hrs	100
203	Financial Management	Core	4	30	70	3 Hrs	100
204	Production Management	Core	4	30	70	3 Hrs	100
205	Business Research Methods	Core	4	30	70	3 Hrs	100
206	Operations Research	Core	4	30	70	3 Hrs	100
207	Management Information Systems	Core- Online	4	--	100	3 Hrs	100
208	Leadership Values, and Styles	Audit		100			

## 101 - Management and Organizational Behaviour

**COURSE OBJECTIVES:**

1. Provide conceptual understanding of management concepts
2. Familiarize the students with the contemporary issues of management
3. Enable them to apply the concepts in the organizations

## UNIT – I

Introduction to Management – Principles of Management – Functions of management – Decision making process - Social responsibility of Management – Fundamentals of Planning, Organising, Staffing, Leading, and Controlling.

## UNIT – II

Introduction to OB – Learning – Personality Theories– Perception – Learning Process, and Theories – Values & Attitudes.

## UNIT – III

Motivation Theories – Managing Motivation in Small and large organizations – Effective Groups & Teams – Leadership Theories, Styles – Group Dynamics – Power, Politics, and Conflict – Resolving Conflicts.

UNIT – IV

Organization Culture & Climate– Organizational Ethos – Functionality of Culture – Process and implementation of Change – Managing Resistance to Change - Organization Structure and Communication

UNIT – V

Organizational Development – Phases and Interventions of OD – Johari Window – Transactional Analysis- Managerial Interpersonal Styles - Managing Stress & Burnout.

**COURSE OUTCOMES:** The student is able to

Co1: Examine the Management concepts and functions.

Co2: Apply the concepts of planning, decision making.

Co3: Apply the concepts of delegation of authority, decentralisation and departmentation in real life situations.

Co4: Analyse the controlling principles and practices, Ethics and corporate social responsibility.

Co5: Evaluate the basic concepts of organizational conflicts and climate.

**References:**

1. Fred Luthans: **Organization Behaviour** (McGraw Hill)
2. Stephen P Robbins: **Organization Behaviour** (Pearson)
3. Wehrich, Cannice & Koontz: **Management** (Tata McGraw Hill)
4. Robin Finchan and Peter Rhodes: **Organizational Behaviour** (Oxford)
5. J. Prakash Reddy, Management and: **Organizational Behaviour** (Himalaya)

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 102 - Managerial Communication

### **COURSE OBJECTIVES:**

- To provide a basic foundation on communication, process and barriers of communication
- To make the students familiarize with the various types of communication.

### UNIT - I

Communication – Meaning – Communication cycle – Process – Theories and Models of communication – Characteristics of Successful Communication – Barriers to communication.

### UNIT - II

Oral communication, Importance – Business Presentations, and Public Speaking – Conducting Meetings – Group Discussions & team Presentations - Types of Interviews – Preparing for Interviews – Telephone Talks -.

### UNIT -III

Written Communication – Importance – Reading & Writing Skills – Speed Reading- Business Letters, Reports, and Proposals – Circulars, Minutes, Memos & Notices – Email - – Memory – Resume Building – Employment Messages

UNIT –IV

Non-Verbal Communication – Significance, Types – Effective Listening -Transactional Analysis - Time Management

UNIT – V

Corporate communication – Ethics in Communication - Intercultural Communication – Group communication – Business Etiquette – Communication styles - Communication technology

**COURSE OUTCOMES: The student is able to**

Co1 : Apply the basic concepts of communication for business correspondence.

Co2 : Distinguish different forms of communication.

Co3: Evaluate different types of communication.

Co4: Adapt report writing skills of different types on need basis.

Co5: Acquire presentation skills along with the interview techniques.

**References:**

1. Shirley Taylor :**Communication for Business** (Pearson)
2. Piyush Dhar Chaturvedi and Mukesh Chaturvedi : **Business Communication** (Pearson)
3. Krizan : **Effective Business Communication** (Cengage)
4. M. Ashraf Rizvi : **Effective Technical Communication** (McGraw Hill)
5. Courtland L. Bovee, John V. Hill, Roshan Lal Raina: **Business Communication Today** (Pearson)

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- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.



## 103 - Managerial Economics

### Course Objectives:

- To provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
- To demonstrate the application of economic theory to business decision-making.

### UNIT-I

Nature and scope of Managerial economics-Objectives of the firm - profit maximisation - sales maximisation - satisfying and optimising firms.

### UNIT-II

Demand analysis: Theory of demand- demand function- Price, income, promotion, and cross elasticity of demand - Forecasting- sources of data-survey methods-statistical methods.

### UNIT – III

Cost analysis: Production function - returns to scale-cost concepts cost curves - break even analysis - profit forecasting-make or buy decisions. Cost behaviour in short and long terms. Learning curve. Supply function

### UNIT - IV

Pricing decisions: Objectives- Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices.

UNIT – V

National Income – Estimation and projection of GDP – Sectors in Indian Economy - Business cycles – Response of firms to business cycles – Economic Policy of Government of India

**COURSE OUTCOMES:**

Co1: Describe the importance of managerial economics and its contribution to decision making in different types of business organizations by the managerial economist.

Co2: Apply the basic principles of managerial economics.

Co3: Apply demand analysis concept in the real life business situations.

Co4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity.

**References:**

1. H.Criag Peterson, W.Cris Lewis : **Managerial Economics** (Pearson)
2. Paul G.Keat and Philit Y.Yound: **Managerial Economics** (Pearson)
3. D.M.Mithani: **Managerial Economics** (Himalaya)
4. Suma Damodaran: **Managerial Economics** (Oxford)
5. D.N. Dwivedi: **Managerial Economics** (Vikas)
6. P.L.Mehta: **Managerial Economics** (Sultan Chand)
7. Samuel C. Wabb: **Managerial Economics** (Cengage)

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- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 104 - Accounting for Managers

### Course Objectives:

- To acquaint the students with the fundamentals principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools

### UNIT - I

Accounting principles: Concepts functions, book keeping, Double entry system, accounting standards, functions of accounting standards, journal, ledger, posting, rules regarding posting, trail balance, final accounts – Trading accounts, profit and loss accounts, balance sheet, adjustments. (Problems & Cases)

### UNIT - II

Depreciation Accounting: concept of depreciation, causes of depreciation, depreciation accounting, fixation of depreciation amount, methods of depreciation – depletion method, machine hour-rate method, written down value method, accelerated method, sinking fund method. (Problems & Cases)

### UNIT - III

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Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget, and master budget. (Problems & Cases)

### UNIT – IV

Computer applications in business: Role of computer in accounting, accounting information systems, software package for accounting, tally. (Theory and Lab) (No Problem)

### UNIT – V

Emerging concepts in accounting: Human resource accounting, inflation accounting, responsibility accounting and government accounting. IFRS. (No Problem)

### **COURSE OUTCOMES: The student is able to**

CO1 : Outline the basic knowledge of accounting, bookkeeping, accounting Principles, accounting cycle.

CO2 : Apply the concepts of journal, ledger and Trail balance.

CO3: Identify the nature of expenditure and revenue for preparation of financial statements of business.

CO4: Examine the role of accounting policies like depreciation.

### **References:**

1. R. Narayanaswamy “**Financial Accounting: A Managerial Perspective**” (PHI Learning)
2. P.C.Tulsian “**Financial Accounting**” (Pearson)
3. S.N. Maheswari: “**Financial Accounting**” (Vikas)
4. T. Horngren Charles, L. Sundern Gary, A. Elliott John, R. Philbrick Danna "**Introduction to Financial Accounting**" (Pearson)
5. N Ramachandran, Ram Kumar Kakani "**Financial Accounting For Management**" (McGrawHill)
6. Jelsy Joseph Kuppapally, “**Accounting for Managers**” (PHI)

### **NOTE TO THE PAPER SETTER:**

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- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 105 - Quantitative Analysis for Management Decisions

### Course Objectives:

- To make the students understand the various quantitative techniques that helps in decision making.
- To apply derivatives, differentiation and progressions in managerial decisions.

### UNIT – I

Introduction to Quantitative Techniques. Functions and its applications to business, limits of function and continuity.

### UNIT – II

Concept of derivative, Techniques of Differentiation, Maxima and Minima, Integration and its applications in managerial decisions.

### UNIT – III

Progressions: Arithmetic and Geometric progressions and their applications. Annuities and Present values.

UNIT – IV

Vectors and Matrices,: Geometrical and physical interpretation of vectors, Introduction to Matrices Multiplication of Matrices, Inverse of a Matrix, Rank of a Matrix and Matrix applications in management.

UNIT – V

Gamification: Games- Characteristics, theory and Rules, Game Elements- Two-person zero-sum games, Methods with and without saddle point, Dominance rule and mixed strategies.

**COURSE OUTCOMES: The student is able to**

CO1 : Recall the fundamentals in Mathematics and Statistics.

CO2 : Demonstrate the methods to solve derivatives, progressions and gaming.

CO3: Choose decision making in a competitive situation.

CO4: Solve transportation Problem with minimum cost of transport of commodities

**References:**

1. C.R.kothari : **Quantitative Techniques**, (Vikas)
2. David R. Anderson : **Quantitative Methods for Business**, (Thomson learning)
3. N D Vohra : **Quantitative Techniques for Management**, (McGraw Hill )
4. Werbach : **For the Win** (Wharton Digital Press) E- Book
5. P K Gupata, D S Hira, **Operation research**, **S. Chand publishing**.

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
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## 106 - Business Statistics

### **COURSE OBJECTIVES**

- To enable the students to know about the importance of statistics in Management.
- To introduce the concepts of correlation, regression time series analysis.
- To introduce the Statistical Tools of Data Analysis.

### UNIT - I

Introduction to Statistics – Meaning, Application of Statistics in Business and Limitations of Statistics. Data – Data Sources, Data Classification and Data Presentation (Tables and Graphs). Data Analysis – Measures of Central Tendency, Measures of Dispersion.

### UNIT - II

Correlation analysis – Meaning, Types of Correlation, Scatter Diagram, Karl Pearson and Spearman Rank Correlation., Coefficient of Determination. Regression analysis – Meaning, Regression Coefficients and properties, Simple and Multiple Regression.

UNIT - III

Time Series Analysis – Introduction to time series, Components of time series, Methods of Trend Analysis. Index Numbers - Meaning, Types of Index Numbers, Construction of price, quantity and volume index, consumer price index.

UNIT - IV

Probability – Meaning and concept, Addition theorem, Multiplication theorem, Bayes' theorem. Probability theoretical distributions – Binomial, Poisson and Normal. Sampling Theory – Complete enumeration vs Sample survey, Determination of Sample size, Sampling techniques, Sampling distributions of statistics.

UNIT - V

Testing of Hypothesis – Basic concepts, testing procedure. Parametric tests – z test, ttest, one way and two way ANOVA. Non Parametric tests – Chi square analysis, Sign test, Median test, Wilcoxon test, Kolmogorov Smirnov test, Mann – Whitney U test and Kruskal Wallis test.

**COURSE OUTCOMES: students will be able to learn**

Co1:about the information needs, sources of data and measures of central tendency .

Co2:the concept of Scientific Research and the methods of conducting Scientific Enquiry.

Co3:the Statistical Tools of Data Analysis.

**References:**

1. Richard I. Levin & David S. Rubin: **STATISTICS FOR MANAGEMENT**, (Pearson Education)
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran "**Statistics for Business & Economics**" (Cengage)
3. S.P. Gupta & M.P. Gupta: **BUSINESS STATISTICS**, (Sultan Chand)
4. Beri, G.C: **BUSINESS STATISTICS**, (Tata McGraw Hill)

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
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## 107 - Modelling with Excel (Online)

### **Unit I**

Introduction to Modelling – Types and purposes of business models – Rules for model design – Model layout flow charting – Steps to building a model – Best practice principles of modelling – Documentation – Preparing and presentation of Model results – Model review – Auditing a Model

### **Unit II**

Excel functions – Importing and exporting data – Financial functions (PV, FV Rate, NPER, IRR, NPV, MIRR, XNPV, XIRR, effect, nominal, Price) – Lookup and reference functions (Choose, Offset, Match, Indirect, Look up) – Statistical functions – Date and Time functions – Whatif functions Goal Seek, Solver - Pivot Table – Data Analysis – Conditional formatting – Array Formulas - Dynamic named ranges - Working with Charts – Creating dynamic charts

### **Unit III**

Financial Analysis Techniques - Ratio analysis, Du point Analysis – Cash budgeting – Master budgeting - Break-even analysis – Profit planning - Loan amortization - Capital Budgeting Decisions – Sensitivity analysis – Scenario Analysis with Scenario Manager – Computing rates of returns, averages and variances of financial data.

### **Unit IV**

Estimating demand curves – revenue management – Computing marketing metrics – Take rate, Churn, Customer satisfaction – customer life time value – cost per click – Transaction conversion rate – bounce rate

**Unit V**

Forecasting – time series and exponential smoothing – purchase order processing – production order quantity model – acceptance sampling – material requirement planning – Quality control charts – Lot sizing methods – Project management

**References:**

1. **Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know** by Mark Jeffery
2. **Excel Models for Business and Operations Management** by John Barlow
3. **Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals** by Danielle Stein Fairhurst
4. **Analyzing Business Data with Excel: Forecasting, Statistics, and Data Management** by Gerald Knight
5. **Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance** by Alistar Day

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 108 - Human Values and Professional Ethics

### COURSE OBJECTIVES

- To enable the students to know about ethics, values and morals
- To introduce the concepts of value based education and its relevance

### UNIT –I

Definition and Nature of Ethics- Its relation to Business, and Environment. Need and Importance of Professional Ethics - Goals - Ethical Values in various Professions-Ethical theories about right action

### UNIT –II

Nature of Values- Good and Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts- right, ought, duty, obligation, justice, responsibility and freedom, Good behavior and respect for elders- moral development theories

### UNIT –III

Value education-definition and its relevance to present days- Concept of human values- self introspection-self esteem–family values-components-structure-and responsibilities of family-neutralization of anger- adjustability-threats of family life-Time allotment for sharing ideas and concerns.

### UNIT –IV

Business ethics- Ethical standards of business- Immoral and illegal practices and their solutions- characteristics of ethical problems in management- causes of unethical behavior- ethical abuses and work ethics

### UNIT –V

Environmental and social ethics: ethical theory, man and nature, ecological crisis issues related pollution, waste, climate change, energy and population, social issues –human rights violation and social disparities

**COURSE OUTCOMES:** The students will be able to learn

- Co1: About ethics, values and morals.
- Co2: The concepts of value based education and its relevance.
- Co3: Learn about environmental and social ethics

### References:

1. R. S. Naagarazan -**A TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES**- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- **PROFESSIONAL ETHICS & HUMAN VALUES**.
3. R. R. Gran, R. Sangal, G. P. Bagania -**FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS**

4. Jayshree Suresh, B.S. Raghavan- **HUMAN VALUES AND PROFESSIONAL ETHICS**

**Semester - II**  
**201 - Marketing Management**

**Course Objectives:**

- To understand the concepts of marketing and marketing mix elements.
- To learn about application of marketing principles in organizations

**UNIT –I**

Definition, importance and scope of Marketing - Company orientation towards Marketing - Core Concepts of marketing – Marketing Management Tasks – Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico-Legal and Technological Environment – Marketing and Customer Value - Corporate Strategic Planning – Marketing Research Process – Forecasting and Demand Measurement – Consumer Behavior – Market Segmentation – Market Targeting – Brand Positioning.

**UNIT –II**

Product strategy: - product concept – product characteristics and classifications – differentiation – Product and brand relationships – packaging, labelling, warranties and guarantees.- product life cycle and marketing strategies- new product development process– branding- brand equity - trademark.-significance of marketing of services.

**UNIT – III**

Pricing strategy: - setting the price –adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- managing retailing, wholesaling and logistics.

**UNIT – IV**

Promotional strategy – designing and managing integrated marketing communications - managing mass communications and personal communications.

**UNIT – V**

Introducing New Market Offerings - Managing a holistic marketing organization – marketing implementation, evaluation and control- marketing audit.

**COURSE OUTCOMES: The student is able to**

Co1 : Outline the concepts of marketing.

Co2 : Create the segmentation, targeting and positioning in marketing.

Co3: Analyse various phases of product life cycle.

Co4: Evaluate various methods of pricing and identify the best pricing strategy.

Co5: Evaluate marketing communication strategies.

**References:**

1. Philip Kotler, Kevin Lane Keller "**Marketing Management**" (Pearson Education)
2. Rajan Saxena "**Marketing Management**" (McGrawHill)
3. Dhruv Grewal, Michael Levy "Marketing" (McGrawHill)
4. Mohr Slater "**Marketing of High-Technology Products and Innovations**" (Pearson)
5. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan "**Marketing 4.0: Moving from Traditional to Digital**" (Wiley)

**NOTE TO THE PAPER SETTER:**

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- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part – B of the question paper, the CASE shall be not less than 500 words

## 202 - Human Resources Management

### **COURSE OBJECTIVES:**

- This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
- To study about Job Analysis, Job Description and Job Specification, and other functions of HRM.

### **UNIT – I**

Human Resource Management – Significance and Scope – Objectives and Functions – Labour Codes – Employment Laws

### **UNIT – II**

Job Analysis: Job Description – Job Specification – Job Evaluation- Human Resource Planning - Human Resource Information System

### **UNIT – III**

Recruitment: Objectives – Sources - Selection: Objectives – Selection Procedure – Selection Tests -Induction and Placement – Performance Appraisal: Objectives – Methods – Constraints – Compensation & Retention Plans - Employee Benefits

### **UNIT – IV**

Training and Development: Objectives – Training Needs Assessment – Types of Training – Designing Training Programmes - Evaluation of Training - Career Planning and Development

### **UNIT – V**

Contemporary Issues in HRM: Knowledge Management – Work life balance – Ethics in HRM - Technology and HRM – Human Resource Audit – Quality Management and HRM

### **COURSE OUTCOMES: The student is able to**

Co1 : Outline the functions and challenges of HRM.

Co2 : Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs.

Co3: Apply the uses of job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.

Co4: Utilize the various methods of performance appraisal.

### **REFERENCES:**

1. Aswathappa. K – “Human Resource Management” (Tata McGraw Hill)

## MBA CBCS Regulations

2. David A. Decenzo and Stephen P. Robbins – “Personnel: Human Resource Management” (Prentice Hall of India)
3. Garry Dessler – “Human Resource Management” (Pearson Education)
4. Uday Pareek, T.V. Rao – “Designing And Managing Human Resource Systems” (Oxford & IBH)

**NOTE TO THE PAPER SETTER:**

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## 203 - Financial Management

### **COURSE OBJECTIVES:**

- To know the concepts of Financial Management.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in financial management.

### UNIT –I

Goal of Financial Management – Fundamental Principles – Time value of money – Discounting, compounding - Risk-return trade off- Finance Function-Financial Decisions. Financial markets -intermediaries.

### UNIT – II

Financial Statement Analysis: Analysis of Balance Sheet; Profit & Loss Account, Ratio analysis, common size analysis, cash flow statement, operating, financial, and combined leverage.

### UNIT – III

Cost of Capital - Cost of debt, cost of equity– dividend capitalization, CAPM - cost of preference shares -weighted average and multiple costs of capital – valuation of bonds and shares. Capital structure planning – EBIT – EPS analysis (Numerical Problems), risks of financial leverage – margin of safety, interest and debt service. Long term sources of Finance - venture capital.

### UNIT –IV

Capital Budgeting - Cash flows - traditional methods, discounted cash flow methods, risk analysis, real options – leasing – Hire Purchase

### UNIT – V

Dividend Decisions, influencing factors, forms and special dividends. Walter, Gordon and MM models (Numerical Problems) Linter’s model dividend practices in India. Buy back of shares, taxation of dividends and capital gains. Working capital Management: Operating cycle estimation , cash, inventory and receivables management

### **COURSE OUTCOMES: The student is able to**

Co1: Outline the basic concepts of Financial Management.

Co2: Comprehend the various methods of Investment Analysis and apply various techniques of capital budgeting.

Co3: Adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm.

Co4: Appraise various methods of computation of cost of capital.

**References:**

1. Srivastava R, Anil A: **Financial Management ( Oxford )**
2. I.M.pandey: **Financial Management (Vikas )**
3. Prasanna Chandra: **Financial Management – Theory and Practice (Tata McGraw Hill)**
4. Pandey & Bhat: **Cases in Financial Management (Tata McGraw Hill)**
5. Khan & Jain: **Financial Management (Tata McGraw Hill)**
6. Brealey Myers: **Principles of Corporate Finance (Tata McGraw Hill)**
7. Berk – “Financial Management” (Pearson)

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 204 - Production Management

### **COURSE OBJECTIVES:**

- To know the basic concepts of production and operations management and identify types of manufacturing processes.
- To define and explain concept of production planning and control.
- Identify effective plant location and plant layout.
- Design strategies to improve productivity.

### UNIT – I

Role and Relevance of Production Management – Concepts of Productivity – Production Systems – Work Study: Method study and Work Measurement.

### UNIT – II

Plant location. Plant layout- Classification and merits. Plant Maintenance methods – Break Down, Preventive and Predictive maintenance. Replacement Policies – Unit and Group replacement policies.

### UNIT – III

Production planning and control: Processes in PPC. Job shop and Flow shop scheduling- Johnson's Rule- Line Balancing. Quality Control: Control Charts and Acceptance Sampling.

### UNIT – IV

Materials Management – Concepts – Classification of Inventory, Inventory Control Methods, Stores Management and Deterministic Inventory Models.

### UNIT – V

Project Management: Concepts of project Management, CPM, PERT and Project Network Crashing and Cost analysis, Applications of Network techniques.

### **COURSE OUTCOMES: The student is able to**

Co1 : Apply the basic concepts of production and operations management and identify types of manufacturing processes.

Co2 : Define and explain concept of production planning and control.

Co3: Identify effective plant location and plant layout.

Co4: Design strategies to improve productivity.

**References:**

1. Muhleman and Sudhir B: **Production/ Operations Management**, Pearson Education
2. S.N.Chary : **Production and Operations Management**, Tata McGraw Hill
3. R. Panneer Selvam: **Production and Operations Management**, Prentice Hall of India
4. Adam Ebert: **Production & Operations Management**, Prentice Hall of India
5. K. Aswathappa K. Sridhdhan Bhat: **Production and Operations Management (Himalaya )**
6. Kanishka Bedi: **Production and Operations Management (OXFORD)**
7. P K Gupata, D S Hira, **Operation research, S. Chand publishing.**

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 205 - Business Research Methods

### COURSE OBJECTIVES

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To introduce the Statistical Tools of Data Analysis and
- To enable them to conduct a Group Research Study and prepare the report.

#### UNIT – I

Nature and Scope of business research- Research process- Defining the research Problem and setting the objectives- Preparing research proposal-Review of literature.

#### UNIT – II

Research Designs: Exploratory Research Design and Qualitative Studies-Focus groups - Descriptive Research Design- Panel Research –Experimental Research Designs.

#### UNIT – III

Data sources: Secondary Vs Primary – Secondary data collection procedures- Primary Data Collection methods: Survey methods-Observational Studies.

#### UNIT – IV

Sampling Designs: Probability and Non-probability sampling methods and Sample Size determination-Attitude Measurement and Measurement Scales.

#### UNIT – V

Preliminary steps of data analysis: editing, coding and tabulation- Hypothesis testing – Tests of Significance for small and large samples- t-test, z-test, chi-square test, ANOVA: one-way, two-way - Presenting Results: Written and Oral Reports

### COURSE OUTCOMES: The student is able to

CO1 : Adapt the fundamentals of Business research methodology.

CO2 : Identify research problem.

CO3: Apply sample and census survey and measuring techniques.

CO4: Design data collection techniques.

CO5: Develop data processing procedures and apply tools.

CO6: Draft thesis/report writing.

**References:**

1. Donald R.Cooper and Pamela S.Schindler: **Business Research Methods** (Tata McGraw Hill)
2. William G: **Business Research Methods** . (Cenage).
3. Naval Bajpai: **Business Research Methods** ( Pearson).

**NOTE TO THE PAPER SETTER:**

- (i) The questions should cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 206 - Operations Research

### **COURSE OBJECTIVES:**

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

### UNIT-I

Introduction to OR: linear Programming – Model formulation, Graphical method, and Simplex method. Linear programming using the Excel Solver

### UNIT – II

Transportation problem Degeneracy – Transshipment model – Assignment model – Hungarian method, Salesmanship method, Maximization of Profit, Cost minimization.

### UNIT – III

Dynamic programming – Features, Structure and Applications. Dynamic programming approach, LPP by Dynamic programming.

### UNIT –IV

Goal Programming: Concept, Application areas, model formulation. Modified simplex method.

### UNIT –V

Queuing model (M / M / I ONLY): Components, basic Structure Assumptions, waiting line decision problem – Simulation – Its application.

### **COURSE OUTCOMES: Student will be able to**

- Understand various concepts and techniques of OR.
- Apply various OR techniques to improve the efficiency of the organisations.

### **References:**

1. A.M. Natarajan, Balasubramani,tamilarasi, **Operations Research**, Pearson
2. Richard B. Chase, **Operations and supply chain management**, McGrawHill
3. S.D. Sharma : **Operations Research**
4. Taha H.A: **Operations Research** (Pearson)
5. Anand Sharma : **Operations Research** ( Himalaya)
6. P K Gupata, D S Hira, **Operation research**, **S. Chand publishing**.

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.



## 207 - Management Information Systems (Online)

### **COURSE OBJECTIVES:**

- To introduce the concepts of different business system .
- To focus on different components of information systems and to plan, design and develop such systems.
- To understand the various functional information systems.

### UNIT –I

Information and systems concepts. Types of Information systems on organizations. Decision making process – Individual vs. Organizational models. Managing Hardware, Software and Data Resources. I.T. Infrastructure for the organization and Digital Firm.

### UNIT –II

MIS Design: Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.

### UNIT – III

Management support systems: Decision support systems, Concepts of Data mining, Data warehousing and OLAP. Types, components - Data mining, Data warehousing and OLAP, Expert systems- components.

### UNIT – IV

Functional Information Systems: Marketing, Manufacturing, Financial and Human resource Information Systems- Characteristics, benefits and applications

### UNIT – V

Information Systems Security and Control: Vulnerability and Abuse, Security and Systems Audit. Cyber security.

### **COURSE OUTCOMES: Student will be able to**

- Understand various types of information systems.
- Analyse the various functional information systems.

### **References:**

1. Kenneth C. Lauadon and Jane. P. Lauadon : **Management Information Systems** (Pearson Education)

2. James A O 'Brien : **Management Information Systems** (Tata McGraw Hill)
3. Murthy CSV : **Management Information Systems** ( Himalaya)  
Giridhar Joshi: **Management Information Systems** ( Oxford)

**NOTE TO THE PAPER SETTER:**

- (i) The questions shall cover all the units of the syllabus.
- (ii) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage, out of which any five questions will be answered by the students.
- (iii) For Part - B of the question paper, the CASE shall be not less than 500 words.

## 208 - Leadership Values and Styles

### **COURSE OBJECTIVES:**

- To understand the concept of value based leadership.
- To familiarize with the concepts of teamwork and change management.

#### Unit 1

Concept and Significance of Value based Leadership – Shared Vision – Value based Culture – Right and Wrong Values – Terminal and Instrumental Values.

#### Unit 2

The four principles of Value Based Leadership: i) Self Reflection- Understanding Self Reflection, ii) Balance and Perspective – Doing the Right Things Rather Than Being Right, iii) True Self Confidence – Building Confidence and Competence, iv) Genuine Humility – Recognizing the Value of Everyone.

#### Unit 3

Creating a Best Team from Scratch – Turning around at team – Making a right investment in the Talent – Communicating Clearly and Broadly – Motivation and Team Engagement.

#### Unit 4

Leading Change – The Corporate Rushmoreans – Leading Change Effectively and Morally – The Fallacy of Tough Leadership – Democratic Leadership – Transformational Leadership.

#### Unit 5

Building a Holistic Relationship with Suppliers – Building Best Partner Relationship with Customers – Creating Value to Shareholders – Socially Responsible Leadership – Leaving the Global Footprint.

### **COURSE OUTCOMES: The student is able to**

Co1 : Identify the leadership qualities to run an organization successfully.

Co2 : Appraise the various concepts of value based leadership.

### **Reference Books:**

1. Peter G. Northouse – “Leadership: Theory and Practice” (Sage)
2. Harvard Business Review - “HBR's 10 Must Reads: On Leadership”
3. John C. Maxwell – “The 21 Irrefutable Laws of Leadership” (Harper Collins)
4. Jocko Willink – “The Dichotomy of Leadership” (St. Martin’s Press)

ANNEXURE – II

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS

- **Each Course examination shall have a maximum of 70 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have two parts viz. Part- A and Part-B.**

PART-A (5X10=50 Marks)

Descriptive / Numerical Type questions, each question carries 10 Marks.  
Answer any **FIVE** questions.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

PART-B (20 Marks)

Case Analysis

- 11.

ANNEXURE – III

QUESTION PAPER STRUCTURE FOR MBA SEMESTER END – EXAMINATIONS OF  
ONLINE COURSES

- **Each Course examination shall have a maximum of 100 Marks and the examination shall be of 3 Hrs duration.**
- **The question paper shall have two parts viz. Part- A and Part-B.**

PART-A (5X14=70 Marks)

Descriptive / Numerical Type questions, each question carries 10 Marks.

Answer any **FIVE** questions.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

PART-B (30 Marks)

Case Analysis

- 11.