

HARCOURT BUTLER TECHNICAL UNIVERSITY KANPUR, INDIA

MBA PROGRAMME (First Year)

For Academic Session (2023-24)

STUDY AND EVALUATION SCHEME

With

SYLLABUS



Department of Management Studies

School of Entrepreneurship & Management

HARCOURT BUTLER TECHNICAL**UNIVERSITY, KANPUR, INDIA****MBA PROGRAMME****STUDY AND EVALUATION SCHEME****Semester: I**

Course Code	Subject	Periods			Evaluation Scheme						Credit
					MSE				ESE	Subject Total	
		L	T	P	CT	TA*	Lab	Total			
MBA 101	Principle & Practice of Management	3	0	0	30	20	-	50	50	100	3
MBA 103	Marketing Management	3	0	0	30	20	-	50	50	100	3
MBA 105	Managerial Economics	3	0	0	30	20	-	50	50	100	3
MBA 107	Business Statistic & Analytics	3	1	0	30	20	-	50	50	100	4
MBA 109	Financial Statements and Analysis	3	1	0	30	20	-	50	50	100	4
MBA 111	Business Environment & Law	3	0	0	30	20	-	50	50	100	3
MBA 113	Computer Applications & skills for Managers	2	0	2	15	20	15	50	50	100	3
MBA 115	Business communication & Soft Skills Development	2	0	2	15	20	15	50	50	100	3
Total											26

*TA = TAQ+AT (10 marks each)

Semester: II

Course Code	Subject	Periods			Evaluation Scheme						Credit
					MSE				ESE	Subject Total	
		L	T	P	CT	TA*	Lab	Total			
MBA 102	Research Methodology	3	0	0	30	20	-	50	50	100	3
MBA 104	Business Analytics & Data Science	2	0	2	30	20	-	50	50	100	3
MBA 106	Operations Research	3	1	0	30	20	-	50	50	100	4
MBA 108	Agri-Business Management	3	0	0	30	20	-	50	50	100	3
MBA 110	Financial Management	3	1	0	30	20	-	50	50	100	4
MBA 112	Production & Operations Management	3	0	0	15	20	-	50	50	100	3
MBA 114	Human Resource Management	3	0	0	30	20	-	50	50	100	3
MBA 116	Management Information System	2	0	2	15	20	15	50	50	100	3
Total											26

*TA = TAQ+AT (10 marks each)

MBA

FIRST YEAR SYLLABUS (2023-24)

Course Objectives:

1. To provide basic understandings of Management processes.
2. To familiarizing the students with the principles of Management.
3. To Developing managerial and leadership skills among students.
4. To Understand different Management Approaches.
5. Analyze different process in staffing and controlling.

UNIT I

Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels & Principles of Management; Management Process; Managerial Functions, Theories, Management practices, Evolution of Management Thought. Case Studies

Unit II

Planning- Objective of planning, planning process, Types of planning, Types of plans, planning premises, Decision-making- types, process & techniques of decision models. Case Studies

UNIT III

Organizing & Staffing- Concept of Organizing, Organization Process, Types of organization, Organization structure, Span of management, Departmentation, line and staff relationship, Delegation and Decentralization, approaches to Organization Design, formal and informal organization, Determinates of affective organization. Case Studies

UNIT IV (8 Lectures)

Directing: Concept, Nature, Scope, Principles of Direction, techniques of direction, Staffing: Meaning, Concept, Nature and Scope. Importance, elements of Staffing. Case Studies

UNIT V (8 Lectures)

Control: Nature, Process, Types & Techniques of control; Co-ordination: Concept, Types & Techniques of coordination, Principles of coordination, Leadership approaches & Theories, Motivation Theories. Case Studies

Suggested Readings

1. Koontz Harold & Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition, 2008)
2. L. M. Prasad- Principles and Practices of Management, Sultan Chand & Sons, 7th edition, 2007.
3. Stephen P. Robbins, —Organizational Behaviour, 12th Edition, Prentice Hall
4. Dr. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi
5. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
7. N M Khandelwal- Indian Ethos & Values for Management- Himalyan Publishing
8. Fred Luthans, —Organizational Behaviour, 12th Edition, McGraw Hill International Edition
9. Aswathappa K, —Organizational Behaviour (Text, Cases and Games), Himalaya Publication
10. Uday Pareek, —Organizational Behavior, Oxford University Press —Organizational Behavior, Oxford University Press

Course Outcomes:

1. To develop basic understanding and concepts of management.
2. To apply the process of planning in decision making
3. To analyze organizational design & structure.
4. To create & develop directing and leadership skills
5. To evaluate the importance and uses of different aspects of control

Course Objectives:

1. Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
2. Understand consumers' requirements and their behaviors.
3. Develop effective marketing strategies to achieve organizational objectives.
4. Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.
5. Develop the understanding the current global and digital aspect of marketing

Unit I

Marketing: Concepts, Meaning, Scope, Nature, Importance, Recent Trends & Challenges, Marketing mix & elements, Marketing Orientations, applications, functions, Marketing Environment-Micro and Macro Environment, customer value and the value delivery process. Case Studies

Unit II

Marketing Plan and Strategy, Market Segmentation, Market Targeting, Positioning, Purpose & its role, Niche Market, Consumer Behaviour and Factors influencing consumer behaviour Branding: Concept & Types, Brand equity, Branding Positioning. Branding Decisions. Case Studies

Unit III

Product Management-Concept, Levels & Classification, Product life cycle, Product Differentiation, Pricing: Concept & Strategies, Pricing techniques & Decisions, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Packaging, Labelling. Case Studies

Unit IV

Place Decision: Meaning, Purpose, Marketing Channels, levels & Design, Channel Conflict. Factors, Channel management decisions, Retailing & Types of Retailers, Promotion Mix- Characteristics, Advertising, Personal Selling, Publicity, Sales Promotion. Direct Marketing. Case Studies

Unit V

Marketing Communication Mix, Integrated Marketing Communication, Customer Relationship Management: Meaning, roles, significance Relationship Marketing, Relationship Management Consumer Response, Models, Communication Channels, New Forms of Communication, Marketing Control, Global Marketing: Global P's of Marketing, Green Marketing, Agile Marketing
Recent trends and Innovation in Marketing. Case Studies

Suggested Readings:

1. Kotler, Philip: Marketing Management: PHI, New Delhi
2. Stanton, W J: Fundamentals of Marketing
3. Cunduff & Still: Fundamentals of Marketing
4. Rusenberg, L J: Marketing
5. Pillai R S N, Bhagwati : Modern Marketing Principles & Practices
6. Neelmegham and Namakumari : Marketing Management

Course Outcomes:

1. To understand basic marketing concepts & principles and its practical implications in the business environment.
2. To understand & evaluate different Market Segments and its applications.
3. To underlay concepts & strategies involved in the marketing of products and services.
4. To develop insights of basic fundamentals involved in value creation, delivery and promotion.
5. To acquaint students with latest forms of communication as well as strategies for better understanding of current global and emerging aspect of marketing.

Course Objectives:

1. To apply the principles of managerial economics in achieving business objectives
2. To evaluate & analyse the concepts of demand & supply and apply them in various changing situations in industry
3. To understand the production concepts and its application in the changing economy.
4. To understand the different market structures and the application of price discrimination in market
5. Understand and analyze the macro environment affecting the business decision making.

UNIT I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. 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. Case Studies.

UNIT II

Demand Analysis: Concept, Types, Determinants, 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,

Supply Analysis: Law of Supply, Elasticity of Supply: Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Case Studies.

UNIT III

Production: Concepts & analysis, Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.

Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Revenue: Total Revenue, Average Revenue, Marginal Revenue. Case Studies.

UNIT IV

Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Case Studies.

UNIT V

National Income; Concepts and various methods of its measurement, Circular flows in 2 sector, 3 sector, 4 sector economies, Inflation: concept, types and causes, Business Cycle & its phases. Case Studies.

Suggested Readings:

1. Managerial Economics, D. N. Dwivedi, Vikas Publication, 7th Ed
2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
3. Managerial Economics: Concepts and Applications (SIE), THOMAS& MAURICE, McGraw-Hill Education, 9th Ed
4. Managerial Economics, H.L Ahuja, S.Chand, 8th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.
6. Managerial Economics, Mithani. D. M, Himalaya Publishing House, New Delhi.

Course Outcomes:

1. To acquaint the students with the concepts of micro economics and various economic principles that help to make effective economic decisions under conditions of risk and uncertainty.
2. To evaluate & analyse the concepts of demand & supply and apply them in various changing situations in industry
3. To develop understand about the production concepts and its application in the changing economy.
4. To understand the different market structures and the application of price discrimination in market
5. To able to understand and analyse the different macro environment factors affecting the business decision making.

Course Objectives:

1. Understand the different basic concept / fundamentals of business statistics.
2. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion.
3. Understand the concept of Probability and its usage in various business applications.
4. Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test
5. Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.

UNIT I - Descriptive Statistics

Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II - Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem, Discret and continuous random variables, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT III – Sampling, Sampling Distribution & Estimation

Introduction to sampling, random & nonrandom sampling, design of experiments, sampling distribution, introduction to estimation, point and interval estimation, interval estimates & confidence intervals, interval estimate of the mean from large samples, interval estimate of proportion from large samples, determining the sample size in estimation.

UNIT IV - Hypothesis Testing

Hypothesis Testing: One Sample test or Two Sample test, Null and Alternative Hypotheses; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)

UNIT V - Business Analytics

Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spread Sheet to analyze data, Introduction to big data, Data visualization tools.

Suggested Reading:

1. Levin and Rubin – statistics for Management, 7th ed., Pearson
2. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill.
3. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning
4. Davis , Pecar – Business Statistics using Excel, Oxford
5. Ken Black – Business Statistics, 5th ed., Wiley India
6. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
7. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
8. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
9. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
10. Berenson and Levine. Basic Business Statistics: Concepts and Applications. Pearson Education.

Course Outcomes:

1. To integrate the fundamental concepts, principles and techniques of accounting.
2. To develop the understanding of preparation and presentation of financial statements.
3. To apply knowledge of various financial tools to view the financial position of company.
4. To ascertain the correct analysis of cost per unit by different elements of cost.
5. To plan & control the procedure of financial aspect of accounting.

Course Objectives:

1. To understand the fundamentals, basic theory and concepts of financial accounting.
2. Understanding the various steps in the Accounting Process
3. To have an understanding of preparation and presentation of financial statements.
4. To acquire knowledge about various techniques used for analysing financial statements with its application.
5. To enable students get acquainted with current trends in accounting and to develop an understanding of corporate financial reporting system in the national and international context

UNIT I

Introduction to Financial Accounting Nature of Accounting, Branches of Accounting, Types of ownership, Evolution and Users of Accounting, Basic Accounting Terminologies, GAAP Concepts and Conventions, Accounting Standards, Double Entry System.

UNIT II

Accounting Equation, Accounting Cycle, Recording of Transactions: Journalizing, Ledger posting, Preparation of Trial Balance. Depreciation Accounting: Straight line Method, Written Down Value Method.

UNIT III

Preparation of Final accounts (Profit & Loss Account and Balance Sheet) with and without Adjustments. Use of Excel application for making Balance sheet, Preparation of Financial Statements as per Revised Schedule III of Companies Act 2013.

UNIT IV

Analysis of Financial Statements Comparative Financial Statement, Trend Analysis, Inter Firm Comparison Common Size, Ratio Analysis-Solvency ratios, Profitability ratios, Activity ratios, liquidity ratios, Market capitalization ratios, leverage Ratio and Cash Flow Statement as Per AS-3.

UNIT V

Introduction to Accounting Analysis with Excel, International Financial Reporting Standards (IFRS); Matching of Indian Accounting Standards with International Accounting Standards.

Suggested Readings:

1. Tulsian: Financial Accounting, Pearson Education
2. Narayana Swamy : Financial Accounting, PHI.
3. Ashok Banerjee: Financial Accounting: A Managerial Emphasis, Excel Books.
4. Paresh Shah: Financial Accounting for Management, Oxford Publication
5. HorngrenSunderm Elliott: Introduction to Financial Accounting, S. Chand
6. S.N. Maheshwari, S.K. Maheshwari & Sharad Maheshwari: Financial Accounting (Latest Edition), Vikas Publications
7. Srinivasan N. P. and Murugan S., Accounting for Management, S. Chand
8. Vinayakarm N. and Charumati B., Financial Accounting, S. Chand.

Course Outcomes:

1. Understand and apply accounting concepts & principles for routine monetary business transaction.
2. Record the various financial transactions and to understand Depreciation and its methods.
3. Create & Prepare Financial Statements as per Revised Schedule III Income Statement & Balance Sheet.
4. To understand the techniques and significance of Financial Statement Analysis & to evaluate financial performance.
5. Understanding IFRS & developing skills to interpret Financial Statements by using Excel

Course Objectives:

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To provide basic understanding of law of contract
3. To impart basic understanding of provisions of Companies Act concerning incorporation and regulation of business organizations.
4. To appraise students on the leading practical applications oriented case laws- relevant and updated and analyzing case laws, in arriving at conclusions and facilitating business decisions

UNIT I - Introduction to Micro Environment

Meaning of Business & Business Environment, Types of Business Organizations, SWOT analysis, Types of Environment-Internal to the Enterprise (Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Physical Assets, Facilities, Research & Development, Intangibles, Competitive Advantage), External to the Enterprise, Micro- Suppliers, Customers, Market Intermediaries; Macro- Demography, Natural, Legal & Political, Technological, Michael Porter's Five Forces Analysis, Competitive Strategies. Case Studies

UNIT II - Macro Context: Economic, Socio-Cultural, Competitive & International Environment

Economy, Competition, Socio-cultural and International); Business Environment with reference to Global Integration; Comparative Analysis of Business Environment: India and Other Countries, Factors affecting international business environment, Business Policy: LPG model & International forces in business. Case Studies

UNIT III

Law of Contract: Definition, essentials of valid contract and types of contracts, doctrine of privity of contract, quasi contract, performance of contract, termination of contract, breach of contract and special contracts.

Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties. Caveat Emptor. Transfer of property, rights of unpaid seller. Case Laws

UNIT IV

Companies Act: Definition, Characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, Prospectus. Incorporation of company, Directors: appointment, power, duties and liabilities, meetings and resolutions, winding up of a company. Case laws

UNIT V

Consumer Protection Act: Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation. The Information Technology Act: Definition and objectives Digital Signature, Electronic Governance, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Digital Signature Certificate. Case Laws

Suggested Readings:

1. Business Environment ---Francis Cherunilam, Himalaya Publishing House
2. Business Environment: Test and Cases, PAUL, Mc Graw Hill Education, 3rd Ed.
3. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
4. Kuchhal M.C. - Business Law (Vikas Publication)
5. Gulshan S.S. - Business Law Including Company Law (Excel Books)
6. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014.

Course Outcomes:

1. Develop understanding and fundamental knowledge about business environment
2. Develop understanding on the concepts of Business Environment and international business environment.
3. Develop basic understanding of law of contract.
4. Understanding of provisions of Companies Act & Partnership. Concerning incorporation and regulation of business organizations
5. Able to analyse case study & case laws in arriving at conclusions and facilitating business decisions

Course Objectives:

1. The course aims to provide basic knowledge about computer framework and their significance.
2. To provide knowledge about the functioning & tools of IT and its uses for managers
3. To provide hands on learning of applications of ICT in businesses and analyse various security and ethics related issues pertaining to the increasing use of Information Technology.
4. To provide hands on learning of applications on Spreadsheet software
5. To develop understanding of pivot table and understand the validating & auditing techniques; also to understand different formatting techniques in MS Excel

UNIT I

Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer, Types of software and its application in business, Elements of GUI based operating systems

UNIT II

Computer Networks: Overview of Computer Network, Classifications and Types of computer networks Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, IP addresses, ISPs, URL, Domain names, Internet Protocols

UNIT III

Information Security and its significance, Security and Ethical Challenges Of IT, Business Ethics, Technology Ethics; Cyber Security and its significance Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000. Case Study 1

UNIT IV

Microsoft Excel Package Spreadsheet: Concept and Working Interface, Creating, and Editing a Workbook, Entering data in a cell / formula Copying and Moving from selected cells,. Sorting, filtering and applying Conditional formatting in cells. Functions in Spreadsheet: handling operators in Formula Using Function Wizard, Formatting a Worksheet and Cell, Printing function of worksheets, Charts and Graphs – Creating, Previewing, and Modifying Charts. (Lab work on spreadsheet)

UNIT V

Developing Pivot Table, Analyzing data using goal seek and solver, Scenarios Create named scenarios. Show, edit, and delete scenarios, creating a scenario summary report. Validating and Auditing: Set, edit validation criteria for data entry in a cell range like: whole number, decimal, list, date, time, Trace precedent, dependent cells. Identify cells with missing dependents. Creating applications in Spreadsheet and Macros. (Lab work on spreadsheet)

Suggested Readings:

1. Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi
2. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
3. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
4. R.S. Salaria, Computer Fundamentals, Khanna Publishing House, Delhi.
5. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)
6. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
7. Excel Data Analysis: Modeling and Simulation, Hector Guerrero (Springer)

Course Outcomes:

1. To Gain knowledge about working of computer system and its framework for an IT enabled organizations
2. To Gain knowledge about use of various IT tools for solving Business Problems.
3. Learn and analyse various security and ethics related issues pertaining to the increasing use of Information Technology.
4. Learn applications on Spread sheet software
5. To gain knowledge about applications of pivot table and understand the validating & auditing techniques

Course Objectives:

1. To understand business communication strategies and principles for effective communication in domestic and international business situations.
2. To understand various type of communication and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oral presentation.
4. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

UNIT I

Introduction: Definitions & Concept, Role of communication, Principles, Purpose, Process and Classification, Characteristics of effective communication, Importance of Communication, Communication structure in an organization: Types, Levels & Flow, Communication in Crisis, Barriers to Communication, Communication Ethics & Need for effective Communication. Case Studies

UNIT II

Oral & Written Communication: Meaning & Principles of successful Oral Communication, Non-Verbal Communication. Written Communication: Purpose of writing, Clarity in writing, Principles of Effective Writing, 7C's of Oral & Written communication. The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific Writing Features – Coherence – electronic writing process. Listening & its types. Case Studies

UNIT III

Business letters, Reports & Presentation Skills: Introduction to business letters, writing routine and persuasive letters, positive and negative messages, Report: Purpose, Kinds & Objectives of Report Writing, Essentials of report writing. Memo: Meaning, writing, advantages & disadvantages. Office note, letters to staff and Representation. Presentation skills: Elements of presentation – designing a presentation. Pictorial, Professional & e-presentation. Advanced visual support for business presentation types of visual aid.

UNIT IV

Employment communication & Technological Impact: Introduction, writing CVs & Resume and job application. Impact of Technological Advancement and Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. New trends in business communication (netiquette & e-mail writing). Case Studies.

UNIT V

Group Discussion, Interview & Media Management: Group discussions, Group Communication, Meetings & minutes writing. Interview skills, types of interviews, conducting interview. Media management: Press release, press conference, Media interviews, Media mix, public relations, Newsletter, direct marketing, advertisement and publicity. Seminars, workshop, conferences. Business etiquettes. Case Studies.

Suggested Readings:

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen & Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
7. Asha Kaul, Business Communication, Prentice Hall of India.

Course Outcomes:

1. Understand communication concepts, principles, and organizational roles. Recognize effective communication characteristics and the importance of ethical communication.
2. Develop skills in oral and written communication, including non-verbal cues. Apply clarity, coherence, and correctness principles. Understand active listening.
3. Learn to compose diverse business letters and reports. Understand memos, presentations, and effective visual aids for communication.
4. Master writing CVs, resumes, and job applications. Understand technological impact on communication, including netiquette and e-mail writing.

Course Objectives:

1. To understand the concept / fundamentals of research and their types.
2. To understand the practical application of various research techniques.
3. To understand the importance of scaling & measurement techniques and sampling techniques
4. To understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes ANOVA technique and technique of report writing.

UNIT I

Research: Definition, Meaning, Importance, Objectives and classification and Significance of Research, Research Process, Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal. Formulation of Research Problem Research applications in functional areas of Business, Emerging trends in Business research. Case Studies

UNIT II

Research Design: Qualitative and Quantitative research approaches, Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design & Causal relationships, Independent & Dependent variables
Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Case Studies

UNIT III

Sampling design: Census and Sampling Investigation, Sampling Design process, Probability and Non Probability Sampling Techniques, Scaling & Measurement Techniques: Concept & Level of Measurement- Nominal, Ordinal, Interval, Ratio, Questionnaire Design, Sampling, sample frame Sampling errors, Non Sampling errors, & its applications, Sample size determination. Case Studies

UNIT IV

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data

Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classification of Observation Method; Fieldwork and Data Preparation

Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: one tail test and two tail tests, z-test, t-test, F-test and chi square test, ANOVA, Concepts of Multivariate Techniques-Multiple Regression Analysis, Factor Analysis, Cluster Analysis, Discriminant Analysis etc. Case Studies

UNIT V

Mechanism of Report Writing: Meaning, Types and Research Report layout, Steps in Report Writing, Essentials of a good report, Tabular & Graphical Presentation of Data, Citations, Bibliography and Annexure in Report, Use of Statistical Software to Analysis the Data. Case Studies

Suggesting Readings:

1. Statistics for Management, Levin & Rubin
2. Business Research Methods, Cooper and Schindler, TMH Publication
3. Business Research Methodology, Srivastava and Rego
4. Marketing Research: An Applied Orientation, by Satyabhushan Dash, Naresh K. Malhotra, Pearson publisher.
5. Business Research Methods: Naval Bajpai, Pearson publisher

Course Outcomes:

1. To understand the fundamentals of research and basic tools & techniques.
2. To analyse and understand the research design and its application in various research project.
3. To acquire adequate knowledge on sampling and its techniques.
4. To acquaint students with various data analysis-and hypothesis testing procedures
5. To demonstrate and apply the concept of statistical analysis and technique of report writing.

Course Objectives:

1. Understanding the Role of Business Analyst and Data Science in business.
2. Understanding the basic concept of data management and data mining techniques
3. To understand the basic concept of machine learning
4. To understand the application of business analysis.
5. Understanding the basic concept of Data Science Project Life Cycle.

UNIT I

Introduction: Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

UNIT II

Data: Data Collection, Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification
Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

UNIT III

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

UNIT IV

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

UNIT V

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Suggested Readings:

1. Business Analytics : the science of data driven decision making by U, Dinesh Kumar Willy Publications
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
3. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
4. Introduction to Data Science, Laura Igual Santi Seguí, Springer
5. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
6. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

Course Outcomes:

1. Understand the basics of business analysis and Data Science
2. Understand data management and handling and Data Science Project Life Cycle
3. Understand the data mining concept and its techniques
4. Understand and Analyzing machine learning concept
5. Understand the application of business analysis in different domain

Course Objectives:

1. To understand the importance of the use of OR application in decision Making environment
2. To formulate LPP and Acquire General idea of the Simplex method.
3. To understand and solve transportation & assignment models.
4. To know optimal sequence model and understand concepts of queuing theory.
5. To identify right time for replacement of equipment and understand project management techniques

UNIT I - Operations Research & Decision Making Environments

Operations Research: Uses, Scope and Applications of Operation Research in managerial decision making.

Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

UNIT II - Linear Programming Problem & Transportation Problem

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.

Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method

UNIT III - Assignment model & Game Theory

Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem.

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT IV - Sequencing & Queuing Theory

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate

UNIT V - Replacement Problem & Project Management

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Suggested Readings:

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)
3. Apte-Operation Research and Quantitative Techniques (Excel Books)
4. S Kalawathy-Operation Research (Vikas IVth Edition)
5. Natarajan- Operation Research(Pearson)
6. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
7. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
8. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)

Course Outcomes

1. Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
2. To formulate linear programming problem and to find optimal solution by graphical simplex method.
3. Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.
4. To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.
5. To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.

Course Objectives

1. To gain comprehensive insights into the multifaceted realm of Agribusiness Management, exploring its pivotal role in the Indian economy.
2. To understand farm production, agro-processing, marketing, and finance. Analyze the impacts of economic reforms and globalization.
3. To study agribusiness policies, emerging trends, SME financing, supply chain management, cooperative marketing, and the significance of Farmer Producer Organizations, fostering a holistic understanding of agribusiness dynamics.

UNIT I

Meaning of agribusiness, Role of agribusiness in Indian economy; farm production, agro processing, agricultural finance in the country; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector. Case Studies

UNIT II

Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy. Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agricultural price and marketing policies; public distribution system and other policies. Case Studies

UNIT III

Classification / Definition of SMEs, SME sector in India. Challenges faced by SMEs in India, Banks promotion of SME Financing, Preferred sectors for SME financing, Role of Specialized Institutions for Development of SME in India, Sub-contracting to / through SMEs, organizing a sustainable program for SME financing, Eligibility and evaluation criteria for SME financing, Elements of financing considerations, Monitoring of SME loans. Case Studies

UNIT IV

FPO: Definition, Objective, Importance of FPO in agricultural economy, Steps involved in establishment of FPO. Support schemes and programs for FPO's.
Cooperative Marketing: Concept, History, Functions, Reasons for slow progress of cooperative sector. Case Studies

UNIT V

Agricultural marketing: Meaning, Input marketing, Output Marketing, issues related to agricultural marketing.
SCM in Agri-Business: Cold Chains, Organized procurement & warehousing Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti. Case Studies

Suggesting Readings:

1. Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
2. Aswathappa K. 1997. Essentials of Business Environment. Himalaya Publ.
3. Francis Cherunilam 2003. Business Environment. Himalaya Publ.
4. Barry, Ellinger, Hopkin, and Baker: Financial Management in Agriculture, (Sixth Edition)
5. Phansalkar S., Paranjape A. 2021. Making Farmer Producer Organizations Achieve Viability: A Practical Guide . AuthorsUpFront

Course Outcomes:

1. To understand the basics of agribusiness management
2. To understand the agribusiness policies and agribusiness environment
3. To understand the basic concept of SME and FPO's
4. To gain fundamental knowledge of Agri marketing and co-operative marketing

Course Objectives:

This course is intended to introduce the basic theory, concepts and practical applications in corporate finance and to enable students to analyse various corporate decisions. The course objectives are outlined below:

1. To help the students gain an understanding of the fundamental process and system of financial management in an organization, its necessity, structure, goals and scope.
2. To acquire knowledge about various techniques used for analysing various long-term projects and cost associated with each source of financing.
3. To gain insights for financing decisions and to make students aware about concept and approaches of capital structure, leverages and EBIT-EPS analysis.
4. To make students aware of the concepts and approaches of dividend decision and management of earning.
5. To develop required skills for using concepts, methods and estimation of working capital management along with cash, inventory, and receivables management.

UNIT I

Financial Management – An Overview: Evolution of Finance, The Basic Goal : Creating Shareholder Value, Finance Function, Agency Issues, Time Value of Money concept.

UNIT II

Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach. Cost of Capital -Meaning and Concept, Cost of Debt, Cost of Internal Equity, Cost of Equity, CAPM Approach, Calculation of WACC.

UNIT III

Financing Decisions - Capital Structure, Theories and Value of the firm – Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

UNIT IV

Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

UNIT V

Working Capital Management - Working Capital Policies, Risk-Return trade-off, Inventory Management, Cash management, Receivables management.

Suggesting Readings:

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. William HakkaBettnerCarcello- Financial and Management Accounting (TMH-16th Ed.)
4. Sheebakapil-Fundamental of financial management (Wiley,2015)
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
6. Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)

Course Outcomes:

1. Understanding of the fundamental process, structure, goals and scope
2. Understand the practical application of time value of money and evaluating long term investment decisions& cost of capital
3. Develop analytical skills to select the best source of capital, structure, leverage and EBIT-EPS analysis
4. Understand the use and application of different models for firm's optimum dividend pay-out.
5. Estimate working capital requirements.

Course Objectives:

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current business environment.
5. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

UNIT I

Production Concepts: Introduction, meaning, nature and scope of production and operation management, Difference between Production and Operations management, Productivity, Factors affecting productivity, Work study, Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

UNIT II

Operations Concepts: Services scenario in India, difference between product and service, recent trends; Designing products; services and processes; factors affecting service design, service designing process, service capacity planning, Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies

UNIT III

Material and Inventory Management: Types of production planning, process of production planning and control (PPC) –Routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques).Just-in-time (JIT) and KANBAN 2. Case Studies

UNIT IV

Supply Chain Management: Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance, core and reverse supply chain, global supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain— Simple moving average method, weighted moving average method, linear regression and exponential smoothing method. Case Studies

UNIT V

Productivity and Quality: TQM, Deming's 14 principles, Jurans quality trilogy, PDCA cycle, KAIZEN, Quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S. Case Studies

Suggested Reading:

1. Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House, 2nd Edition)
2. Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)
3. Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House, 9th Edition)
4. Chary, S.N. -- Production and Operations Management (Tata McGraw Hill, 6th Edition)
5. Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
6. Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
7. Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall, 5th Edition)
8. Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)

Course Outcomes:

1. Understand the role of Operations in overall Business Strategy of the firm – course will insights into optimizing manufacturing processes, improving productivity, making informed decisions about plant decisions and plant layout,
2. Identify and evaluate the key factors and their Interdependence of these factors in the design of effective operating systems.
3. Apply the concepts of Material Management, Assessing EOQ, ABC analysis, and design basic JIT-KANBAN system. Evaluate ethical and sustainable aspects
4. Understand the concept of Supply Chain Management, conceptual model and drivers. Evaluate and measure supply chain performance
5. Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at Competitive prices

Course Objectives:

In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

UNIT I

Essentials of HRM: Nature, Scope, Objectives and Functions of HRM, HRM vs.HRD, Strategic HRM: Meaning and Introduction. Case Studies

UNIT II

Human Resource Planning and Employee Hiring : Meaning of job Analysis, job design, Human Resource Planning, methods demand forecasting for manpower planning, factors influencing HRP, Employee hiring- methods of Recruitment, Employee selection, process of employee selection, recent trends in recruitment. Case Studies

UNIT III

Employee Training & Development: Meaning, importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation. Case Studies

UNIT IV

Compensation Management: Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes. Case Studies

UNIT V

Introduction to employee relation and industrial relations, Employee Safety / Health and Needs and legal provision of employee health and safety, International Human Resource Management. Case Studies

Suggested Reading:

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkey Human Resource Management, Person Publication, 2013, 14th Edition.
4. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

Course Outcomes

1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.
2. CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
4. CO4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.
5. CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.

Course Objectives:

1. The course aims to provide knowledge about basics of data, information and information systems.
2. To provide an orientation about the increasing role of information systems in managerial decision making to gain Competitive edge in all aspects of Business.
3. To provide hands on learning about different types of information systems in business and its applications in business.
4. The course also aims to provide knowledge about Developing MIS Systems.
5. To provide an insight to students about E-commerce and IT applications in business.

UNIT I

Concept of IS- Information & its Types , System and its types, Information Systems - Need, Purpose and Objectives, Information as a strategic resource, Use of information for competitive advantage, IS as an instrument for the organizational change. Information Technology – Characteristics and emerging trends, IT Capabilities and their organizational impact, IT enabled services.

UNIT II

Types of IS-Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System (DSS), Executive Information System(EIS). Group Decision Support Systems, and Executive Information Systems, Expert System (ES).

UNIT III

Decision Making – Data driven decision making, its relevance to business, Models of Decision Making - Classical, Administrative and Herbert Simon's Models. Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality. Case Study 1

UNIT IV

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance. Case Study 2

UNIT V

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

Applications of Information Technology: Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management. Case Study 3

Suggested Reading:

1. Management Information System – James ‘O’ Brian
2. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
3. Management Information Systems, Jawadekar, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Database Management Systems: A Business-Oriented Approach Using ORACLE, My SQL and MS Access, by Sotirios Zygari
6. Alex Berson, Stephen J. Smith “Data Warehousing, Data-Mining & OLAP”, TMH

Course Outcomes:

1. Be able to understand the importance of information management in business and management.
2. Be able to understand and analysis the importance of information management in business Decision making.
3. To understand the different types of information systems in business.
4. To understand and Learn MIS development processes.
5. To understand and analysis the application of IT in business.