



B.V.V.SANGHA'S

BASAVESHWAR ENGINEERING COLLEGE (AUTONOMOUS) BAGALKOT-587103

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

I & II YEAR SCHEME

AND

FIRST AND SECOND SEMESTER SYLLABUS 2021-23

(Students admitted to 2021-22 Academic year)

**MBA FIRST SEMESTER SCHEME OF TEACHING AND EXAMINATION
ACADEMIC YEAR 2021-23**

Subject Code	Subject	No. of Hours per week				Examination Marks		
		Lecture (L)	Tutorial/ field work /Case study assignment (T)	Practical (P)	Total Credits	CIE	SEE	Total
PBA121C	Management and Organizational Behavior	3	2	0	4	50	50	100
PBA122C	Business Economics	3	2	0	4	50	50	100
PBA123C	Accounting for Managers	3	2	0	4	50	50	100
PBA125C	Marketing Management	3	2	0	4	50	50	100
PBA126C	Managerial Communication	3	2	0	4	50	50	100
PBA127C	IT for Business	3	0	0	3	50	50	100
PBA128S	Seminar	-	-	4	2	50	50	100
	Total	18	10	04	25	350	350	700

**MBA SECOND SEMESTER SCHEME OF TEACHING AND EXAMINATION
ACADEMIC YEAR 2021-23**

Subject Code	Subject	No. of Hours per week				Examination Marks		
		Lecture (L)	Tutorial/ field work /Case study assignment (T)	Practical (P)	Total Credits	CIE	SEE	Total
PBA221C	Quantitative Techniques for Management	3	2	0	4	50	50	100
PBA223C	Financial Management	3	2	0	4	50	50	100
PBA224C	Managing Human Resource	3	2	0	4	50	50	100
PBA227C	Research Methodology and Statistics	3	0	0	3	50	50	100
PBA228C	Strategic Management	3	0	0	3	50	50	100
PBA232C	Business and Legal Environment	3	2	0	4	50	50	100
PBA230L	Business Analytics Lab	0	0	3	1.5	50	50	100
PBA231L	Presentation Lab	0	0	3	1.5	50	50	100
	Total	18	08	06	25	400	400	800

MBA III SEMESTER SCHEME OF TEACHING AND EXAMINATION

ACADEMIC YEAR 2021-23

Subject Code	Subject	No. of Hours per week				Examination Marks		
		Lecture (L)	Tutorial/ field work /Case study assignment (T)	Practical (P)	Total Credits	CIE	SEE	Total
PBA304C	Supply Chain Management	3	0	0	3	50	50	100
	ELECTIVE-1 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE-2 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE-3 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE-4 MKT/FIN/HR/O	3	2	0	4	50	50	100
PBA339P	Project Phase- I	0	0	8	4	50	50	100
PBA340I	Internship*	-	-	-	2	50	50	100
	Total	15	08	08	25	350	350	700

III- SEMESTER ELECTIVES

Marketing		Finance		Human Resource		Operations	
Subject Code	Subject	Subject Code	Subject	Subject Code	Subject	Subject Code	Subject
PBA305E	Sales and Distribution Management	PBA315E	Investment Analysis and Portfolio Management	PBA325E	Organization Design , Change and Development	PBA335E	Business process Reengineering and Benchmarking
PBA306E	Consumer Behavior	PBA316E	International Financial Management	PBA326E	Industrial Relations and Legislations	PBA336E	Total Quality Management
PBA307E	Services Marketing	PBA317E	Investment Banking and Financial Services	PBA327E	Talent Management	PBA337E	Enterprise Resource Planning
PBA308E	International Marketing Management	PBA318E	Cost Management	PBA328E	Learning and Development	PBA338E	Operations Management
PBA309E	Rural Marketing	PBA319E	Advanced Financial Management	PBA329E	Workplace Ethics and Value Systems		

MBA IV- SEMESTER SCHEME OF TEACHING AND EXAMINATION

ACADEMIC YEAR 2021-23

Subject Code	Subject	No. of Hours per week				Examination Marks		
		Lecture (L)	Tutorial/fieldwork / Case study assignment (T)	Practical (P)	Total Credits	CIE	SEE	Total
PBA402C	Entrepreneurship Management	3	0	0	3	50	50	100
	ELECTIVE -5 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE -6 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE -7 MKT/FIN/HR/O	3	2	0	4	50	50	100
	ELECTIVE -8 MKT/FIN/HR/O	3	2	0	4	50	50	100
PBA439P	Project Phase - II	0	0	12	6	50	50	100
	Total	15	08	12	25	300	300	600

IV-SEMESTER ELECTIVES

Marketing		Finance		Human Resource		Operations	
Subject Code	Subject	Subject Code	Subject	Subject Code	Subject	Subject Code	Subject
PBA405E	Business Marketing	PBA415E	Financial Derivatives	PBA425E	International HRM	PBA435E	Materials Management
PBA406E	Integrated Marketing Communication	PBA416E	Tax Management	PBA426E	Recruitment and Compensation Management	PBA436E	Service Operations Management
PBA407E	Strategic Brand Management	PBA417E	Micro Finance	PBA427E	Personality Growth and Interpersonal Effectiveness	PBA437E	Project Management
PBA408E	E - Marketing	PBA418E	Treasury and Risk Management	PBA428E	Organizational Leadership	PBA438E	Productivity Techniques
PBA409E	Retail Management						

I- Semester

**PBA121C: MANAGEMENT AND ORGNISATIONAL
BEHAVIOUR
04 CREDITS (3-2-0)**

Course Objectives:

1. To understand the principles and functions of management.
2. To make students knowledgeable of historical development, theoretical aspects and practice application of managerial process.
3. To increase students understanding about the foundation of Organizations.
4. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self
5. To develop students skills for influencing and managing groups thus enhancing

Course Outcomes:

1. Define, Describe, explain, or exhibit a fair understanding of the concepts related to management and organizational behaviour.
2. Apply or demonstrate the application of management and organizational behavior knowledge in various practical/business situations.
3. Analyze the various management and organizational behavior theories and situations of different businesses.
4. Evaluate, appraise, or justify the management decisions or strategies of different businesses.
5. Design, develop, devise, create, or implement suitable strategies related to management and organizational behavior.

UNIT-I

Introduction: Meaning and nature of management. Purpose and functions. Contribution of management thinkers: Taylor,

Henry Fayol, Elton Mayo. Social Responsibility of Managers, Ethics in managing, institutionalizing ethics. Current issues and future challenges in Management.

Planning: Steps in Planning Process –Importance and Limitations, types of plans -Management by Objectives (MBO).**Decision making:** Meaning, Techniques, process, modern approaches to decision making.

L-10 Hours T-08Hours

UNIT-II

Organizing: Organization Structure and Design: Formal and informal, Line and staff, functional, product, matrix, geographical, customer, virtual. Centralized and decentralized, Delegation of authority.

Motivation theories: X&Y, Maslow hierarchy, hygiene theory. **Controlling:** Nature, importance, process, techniques

L-10 Hours T-08Hours

UNIT-III

Fundamentals Organizational behavior: Meaning, importance, Models of OB, contributing disciplines.

Personality: Meaning, determinants, traits, types-Big5, Type A&B, trait. **Perception-** Meaning, nature, process, Common shortcuts in judging people.

Values and attitude: Meaning, importance, sources of our value systems. Types of attitude – cognitive dissonance theory, Job satisfaction, determinants, effect of job satisfaction on employee performance.

L-10 Hours T-06Hours

UNIT-IV

Group Dynamics and team building: Meaning and classifying groups, stages of group development, types of groups, importance of team building.

Leadership- Meaning, theories of leadership, Blake and Mouton managerial grid, Likert's four systems of management.

Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

L-10 Hours T-08Hour

Total L (Lecture) -40 Hours

T (Tutorial)- 26 Hours

TEXT BOOKS:

1. Harold Koontz, Heinz Weihrich, Essentials for Management: An International Perspective, McGraw Hill.
2. Stephen Robbins, Sangi, Judge, Organizational Behavior, Pearson Education.

REFERENCE BOOKS:

1. K. Shridhar Bhat, Management and Behavioral Processes, Himalaya Publications,
2. UdaiPareek, Understanding Organizational Behaviour, Oxford.

PBA122C: BUSINESS ECONOMICS

04 CREDITS (3-2-0)

Course Objectives:

1. To understand the principles of economics.
2. To learn the demand & supply analysis and various cost aspects in the business economics
3. To know the market structure and the decision making process for various markets.
4. To understand the profit policies, cost volumes relationship.

Course Outcomes:

At the end of the course the students will be able to:

1. Describe, define, explain, or exhibit a fair understanding of the fundamental concepts related to business economics.
2. Apply or demonstrate the application knowledge of business economics in various practical/business situations.
3. Analyze the various Business Economics theories & business situations of different businesses.
4. Evaluate, appraise, or justify the business economics decisions or strategies of different businesses.
5. Design, develop, devise, create, or implement suitable business solutions (or strategies or models) for various business economics (functionalities/ products/ services/ entities etc.) of a business or organization.

UNIT-I

Introduction to economics: Managerial Economics- Meaning, Nature, Scope, & significance. Uses of Managerial Economics. Role and responsibilities of managerial economist. The Basic process of decision making.

Fundamental Concepts of Managerial Economics:

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm:

Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Williamson's Model

L-10 Hours T-06Hours

UNIT-II

Demand analysis: Law Of Demand, Exceptions to the Law of Demand, Elasticity of demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making.

Law of supply: Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand forecasting. **(Theory only)**

National income accounting: National income estimates in India- trends in national income– methods of measurement – income method , product method and expenditure method, – difficulties in measuring national income .

L-10 Hours T-08Hours

UNIT-III

Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production functions with 2 variable inputs and Laws of returns to scale.ISO- Quants & ISO-Cost line. Economies of scale, Diseconomies of scale. **(Theory only)**

Measuring GDP and GDP Growth rate: Components of GDP. Market structure and pricing practices: Perfect competition, Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

L-10 Hours T-06Hours

UNIT-IV

Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing. Price discrimination.

Profits: Determinants of Short-term & Long-term profits. Classification, measurement of profit.

Break Even Analysis –Meaning, Assumptions, determination of BEA, Limitations – Uses of BEA in Managerial decisions.

L-10 Hours T-06Hours

TEXT BOOKS:

1. D M Mithani, Managerial Economics, Himalaya Publication.
2. D N Dwivedi, Managerial Economics, Vikas Publication.
3. Petersen H Craig, Lewis Chris W. and Jain K Sudhir, Managerial Economics, Pearson Education,
4. Truet&Truet, Managerial Economics: Analysis, Problems and Cases, Wiley.

REFERENCE BOOKS:

1. Atmanand, Managerial Economics, Excel Books
2. Yogeshmaheswari, Managerial Economics, PHI.
3. Nadar&Vijayan Managerial Economics, PHI.

PBA 123C: ACCOUNTING FOR MANAGERS

04 CREDITS (3-2-0)

Course Objectives:

1. To make students understand the principles of double entry book keeping
2. To make students understand depreciation accounting and inventory valuation
3. To help students understand the mechanisms involved in preparation of final accounts of sole trading concern and companies.
4. To expose students to the tools and techniques of analyzing financial reports of sole trading concern and companies.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Course Outcomes:

At the end of the course the students will be able to:

1. Understand the concepts of accounting
2. Appreciate the practical applications of accounting.
3. Apply the knowledge of accounting in various practical situations.
4. Analyze and evaluate various accounting statements or problems and suggest appropriate solutions.
5. Solve a variety of accounting problems, case studies and make inferences

UNIT- I

Principle of double entry bookkeeping: Importance & scope of accounting, GAAPS & accounting standards, accounting equation, Users of accounting statements. Ethics in preparation of accounts.

Preparation of books of original records: Journal, ledger, and subsidiary books.

L-10 Hours T-06Hours

UNIT-II

Preparation of final accounts/statement: sole trading concern and companies, Provisions of the companies act 1956 affecting preparation, presentation & analysis of Audit reports & director's reports.

L-10 Hours T-06Hours

UNIT- III

Cash Flow Statement: Problems on Cash flow Statement Only. **Depreciation:** Concepts & methods of depreciation, Problems on straight line & WDV methods.

L-10 Hours T-06Hours

UNIT-IV

Analysis of financial performance of a firm: Different tools, Ratio analysis- Different types of ratios, Inter-relation between Ratios, Du-Pont analysis, comparative and common size statements. Window dressing, Determination of EBDIT, EBIT, EDT, EAT, EPS, DPS, PE Ratio, ROCE, RONW, BV & Entity Value

L-10 Hours T-08Hours

TEXT BOOKS:

1. Narayanaswamy. R, Financial Accounting - A Managerial Perspective, Prentice Hall India.
2. Ashish K, Bhattacharya, Introduction to Financial Statement Analysis, Elsevier India (P) Ltd.
3. Jawaharlal, (2004), Accounting For Managers, Himalaya Publishing House, 4th e.
4. Raman. B.S.,(2010), Accounting for Managers, United Publishers,1st e.

REFERENCE BOOKS:

1. Gupta. Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, 1st e.
2. Banerjee. Ashok, (2003), Financial Accounting: A Managerial Emphasis, Excel Books.
3. Maheswari&Maheswari, Accounting for Managers, Vikas Publishing house (P) Ltd.
4. Tomson Wild, Financial Statement Analysis, Cengage Learning Ltd.
5. Gupta R.L., Radhaswamy. M., (2002), Advanced Accountancy, Sultan Chand Publications.
6. Bhattacharya, (2004), Accounting for Managers, Vikas Publications, 3rd e.

PBA125C: MARKETING MANAGEMENT
04 CREDITS (3-2-0)

Course Objectives:

1. To understand the concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the marketplace.
2. To familiarize segmentation, targeting, positioning, product decisions, packaging & labeling decisions of marketing and its application in real time situations.
3. To understand pricing decisions, distribution decisions, marketing communications.
4. To know about marketing concepts like neuro marketing, guerilla marketing, green marketing etc.

Course Outcomes:

1. Define, describe, explain, exhibit a fair understanding of the concepts related to Marketing Management
2. Apply or demonstrate the approaches, strategies and applications related to marketing management.
3. Analyze the various situations, market conditions, and strategies related to marketing management.
4. Evaluate, appraise, or justify the Marketing Management decisions and product, pricing, distribution and promotional strategies of different businesses.
5. Design, develop, device, create, or implement suitable strategies related to marketing management.

UNIT-I

Introduction: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts. Marketing Mix.
Understanding the market environment: Assess the impact of micro and macro environment.

Buyer behavior: Meaning, Factors influencing buying behavior/ Buying motives, Buying habits, Types of buying behavior. Stages in buying decision process, Organizational buying Vs House hold buying, Consumerism.

L-10 Hours T-06Hours

UNIT-II

Market Segmentation, Targeting & Positioning

Segmentation: Meaning, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer/ Industrial markets. **Targeting:** Basis for identifying target customers, Target Market Strategies. **Positioning:** Meaning, Product differentiation strategies, Errors in positioning.

Marketing Mix Decisions

Product decisions: Concept, levels of product, product hierarchy, Diffusion of Innovation - diffusion process & adoption process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand equity. **Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging.

L-10 Hours T-08Hour

UNIT-III

Pricing decisions: Pricing concepts for establishing value, Impact of Five “C”s on pricing, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing.

Distribution decisions: Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Multilevel Marketing (Network Marketing).

Integrated Marketing communication: Concept of communication mix, communication objectives.

Advertising: Advertising Objectives, Advertising Budget, AIDA model.

Sales Promotion: Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Publicity /Public relation: Meaning, Objective, Merits and Demerits.

L-10 Hours T-06Hours

UNIT-IV

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling.

Direct Marketing: Meaning, Features, Functions, and Merits/Demerits.

Digital Marketing: Meaning of Web marketing, social media marketing (Facebook & LinkedIn), Mobile marketing, and Email marketing.

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Rural Marketing: Meaning, scope of rural marketing, components of rural markets, rural vs. urban markets.

Trends in Marketing: Guerrilla Marketing, Green Marketing, Neuro Marketing.

L-10 Hours T-06Hours

TEXT BOOKS:

1. Kotler Philip, Keller Lane Kevin,(2006), Principles of Marketing, Pearson, 12th e.
2. Dr. Karunakaran, K., (2007), Marketing Management (Text & Cases in Indian Context), HPH.

REFERENCE BOOKS:

1. Panda Tapan, Marketing Management, Excel Publication, 2nde.
2. ArunKumar and Meenakshi,(2007), Marketing Management, Vikas.

PBA126C: MANAGERIAL COMMUNICATION

04 CREDITS (3-2-0)

Course Objectives:

1. To equip the students with usage of various forms of business communication.
2. To develop effective oral and written communication especially in business applications, with the use of appropriate technology.
3. To develop the communication skills required to perform professional activities in the corporate world.
4. To prepare students to be confident with respect to basic management interactive skills.

Course Outcomes:

After completion of this course, students will have ability to

1. Explain fundamentals of written and oral communication
2. Apply the knowledge of business letters, reports, notice, agenda, resume and other business documents in practical situations.
3. Analyze importance of proper communication skills at business situations.
4. Demonstrate communication skills of listening and writing through written assignments, business letters and in class exercises.
5. Plan and design an effective presentation by focusing on presentation skills, audience analysis and focusing on contents.

UNIT-I

Meaning & Definition, Role, Classification – Purpose of communication - Communication Process – Characteristics of successful communication

Importance of Communication in management– Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting.

Oral communication: Meaning, Principles of successful oral communication – Barriers to communication – Conversation control. Modes of Oral Communication. Nonverbal communication.

L-10 Hours T-06Hours

UNIT-II

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features electronic writing process, email writing.

Business Letters and Reports: Introduction to business letters – Types of Business Letters – Format and components. Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports
Writing business letters – Positive and Negative messages
Writing Reports, Writing memos.

Group Communication: Meetings – Planning meetings – objectives – participants – timing –venue of meetings.
Meeting Documentation Preparations: Notice, Agenda, and Resolution & Minutes

L-10 Hours T-08Hours

UNIT-III

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business presentation advanced visual support for manager.

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

L-10 Hours T-06Hours

UNIT-IV

Employment Communication: Introduction, Composing Application - Writing CVs, video resumes. Writing applications, resumes.

Group discussions, purpose of conducting GD, do's and don'ts in GD. – Interview skills, different types of interviews.

Technological Advancement on Business Communication – Technology-enabled Communication - Communication networks – Intranet – Internet — SMS – telephone etiquettes, Teleconferencing, videoconferencing, telephone etiquettes

L-10 Hours T-06Hours

TEXT BOOKS:

1. Chaturvedi P. D, and Chaturvedi Mukesh (2011), Business Communication: Concepts, Cases and Applications, Pearson Education, 2nd e.
2. Lesikar, Flatley, Rentz, and Pande,(2010), Business Communication, TMH, 11the,

REFERENCE BOOKS:

1. Sehgal M. K and Khetrapal V, Business Communication, Excel Books.
2. Krizan, Merrier, and Jones,(2012),Business Communication, Cengage Learning, 8the,
3. Raj Kumar,(2010), Basic Business Communication, Excel Books.
4. Rayudu C. S, Communication, HPH.
5. Penrose, Rasberry, and Myers, (2004), Advanced Business Communication Cengage Learning, 5th e.
6. Madhukar R. K, Business Communication, Vikas Publishing House,2nd e.
7. Guffey. Ellen. Mary,(2002), Business Communication: Process and Product, Cengage Learning, 3rde,

PBA127C: IT FOR BUSINESS
03 CREDITS (2-2-0)

Course Objectives:

1. To understand fundamental concepts of information technology & information systems and its competitive advantages.
2. To familiarize with computer hardware and software applications along with system analysis, design and development.
3. To know how information systems integrate and support enterprise wide business operations.
4. To gain insight of various ethical challenges and security management strategies in information technology.

Course Outcomes:

1. Demonstrate awareness towards various fundamental concepts of information technology and highlight the role of information technology in business.
2. Apply the knowledge of information technology in various practical situations.
3. Analyze and evaluate the information technology situations of different businesses.
4. Plan, design and implement information system solutions for various functionalities of a business or organization.

UNIT I

Information systems and organizations: Meaning of information technology, Information technology in business, Concept of MIS, Definition, Functions, Role. Changing business environment and the emerging digital firms, Organizations, management and IT, Data, information and its attributes, types of decisions and information, the levels of people and their information needs.

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS)

and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

L-10 Hours T-06Hours

UNIT II

Computer fundamentals, telecommunication and networks:

Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Application s/w - O/S – Functions and Features.

Communication, Media, Modems & Channels - LAN, MAN & WAN -Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth, Wi-Max, 3G and 4G.

System analysis and development and models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer

L-10 Hours T-06Hours

UNIT III

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions.

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation – Supply Chain Management (SCM): Features, Modules in SCM – Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance.

L-10 Hours T-06Hours

UNIT IV

Choice of IT: Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

Security and ethical challenges: Ethical responsibilities of Business Professionals – Business, technology.

Computer crime - Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – issues and the Internet Privacy, Cyber Act.

Challenges – working condition, individuals. Health and social issues, Ergonomics and cyber terrorism.

L-10 Hours T-06Hours

TEXT BOOKS:

1. “Management Information Systems”, Kenneth J Laudon, Jane P.Laudon,Pearson/PHI,10/e, 2007
2. “Management Information Systems”, W. S. Jawadekar, TataMcGraw Hill Edition, 3/e,2004
3. MIS by Ralph Stair

REFERENCE BOOKS:

1. “Introduction to Information System”, James A. O’ Brien, Tata McGraw Hill, 12th Edition.
2. “Management Information Systems”, S.Sadagopan, PHI, 1/e, 2005
3. “Management Information Systems”, Effy Oz, Thomson Course Technology, 3/e, 2003
4. Corporate Information Strategy and Management”, Lynda MappleGate, Robert D Austin etal, Tata McGraw Hill, 7th Edition

PBA128S: SEMINAR
02 CREDITS

Objectives:

To create opportunities for students to:

- Explore topics in more depth.
- Share ideas that will advance their thinking.
- Gain perspectives and points of view.
- Develop ability to seek clarification.
- Develop ability to defend the ideas effectively.

General guidelines:

- Seminar is a passing head in the MBA programme.
- The topic and title of the seminar shall be chosen by the student in consultation with the guide during beginning of the first semester.
- Seminar topic can be domain related/multidisciplinary/ societal/ general issues.
- Students shall follow the presentation schedule as laid down by the college.
- Student has to submit the report by the end of the first semester for evaluation.

Evaluation:

Continuous Internal Evaluation (CIE):

Internal evaluation will be carried out by the concerned guide based on scheduled seminar progress presentation. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

Consolidated Internal marks list will be prepared by the internal guide of the seminar and submitted to the COE.

Semester End Examination (SEE):

External Evaluation will be carried by the SEE Examination Committee which comprises of Guide/ Internal examiner (from the department) and External examiner (Industry expert or Academician). The external examination will be conducted batch wise. A student shall obtain not less than 50% of maximum marks prescribed for SEE.

* **CIE (50) + SEE (50) = 100 Marks**

Scheme of Evaluation
(CIE & SEE)

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the respective guide as per the below mentioned criteria. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

Sl. No	Aspects	Marks
1	Abstract	05
2	Introduction	05
3	Body and conclusion	20
4	Presentation	20
	Total	50

Sl.No.	Split up marks for Presentation	Marks
1.	Depth of the topic knowledge	05
2.	Communication skills	05
3.	Preparation of presentation slides	05
4.	Interaction	05
	Total	20

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprises of Guide/ Internal examiner (from the department) & External examiner (Industry expert or Academician). The external examination will be conducted batch wise. A student shall obtain not less than 50% of maximum marks prescribed for SEE.

SI No	Marks Split up	Maximum Marks
1	Knowledge of the topic	15
2	Content preparation and flow	15
3	Presentation of the work	10
4	Interaction	10
	Total	50

*** CIE (50) + SEE (50) = 100 Marks**

II-SEMESTER

**PBA221C: QUANTITATIVE TECHNIQUES FOR
MANAGEMENT
04 CREDITS (3-2-0)**

Course Objectives:

1. To provide a strong conceptual foundation for corporate finance and financial mathematics.
2. To provide an understanding of the concepts of cost of capital and to get an overview of Indian financial system and its organization.
3. It also aims at familiarizing the students with the valuation of firm and estimation working capital requirement of the firm.
4. To developing skills for interpretation of business information and application of financial theory in corporate investment and dividend decision.

Course Outcomes:

1. Understand the concepts of operations research and the practical applications of it.
2. Solve a variety of mathematical models and make inferences from the solutions.
3. Analyze and apply algorithms used to derive the optimal solution for standard LPP, transportation and assignment and sequencing.
4. Create mathematical models and apply them in business.
5. Appreciate the use of operation research techniques in taking effective business decisions.

UNIT I

Introduction to operations research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

Linear programming problem (LPP): Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP, Solution of LPP by Graphical method: Infeasible and

Unbounded Solution, Formulation of Dual of a LPP (theory only)

L-10 Hours T-06Hours

UNIT II

Transportation models: General Structure; Various methods for finding initial solution: Maximization and Minimization problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Stepping Stone method and Modified Distribution method-Problems

Assignment problems; General Structure; Finding Optimal Solution; Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

L-10 Hours T-08Hours

UNIT III

Theory of games: Terminology; Two person zero sum game; Solution to games: Saddle point, dominance rule, Value of the Game, mixed strategy, Graphical method of solving a game – (2x n) and (m x 2) games.

Replacement analysis: Introduction, reasons for Replacement, Individual Replacement of machinery or Equipment with/without value of money, Group Replacement Policies, Problems.

L-10 Hours T-06Hours

UNIT IV

Network analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM.

Queuing models and Simulation of management systems: Introduction; Characteristics of Queuing models, Models for

Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

Simulation of management systems Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation.

L-10 Hours T-06Hours

TEXT BOOKS:

1. Sharma. K. J, Operations Research, McMillan India
2. Vohra. D. N. (2007), Quantitative Techniques in Management, Tata McGraw Hill Publications, 3rde.

REFERENCE BOOKS:

1. Quantitative Methods for Business, Anderson Williams et-al. 10th edition Thompson
2. Tulsian, Quantitative Techniques theory and problems, Pearson, PHI.
3. Sharma. D. S., Operations Research, KedarNath and Ram Nath & Co. Ltd.
4. C. R. Kothari, (2004), Quantitative Techniques, Vikas Publishing House, 3rd e.

PBA223C: FINANCIAL MANAGEMENT

04 CREDITS (3-2-0)

Course Objectives:

1. To provide a strong conceptual foundation for corporate finance and financial mathematics.
2. To provide an understanding of the concepts of cost of capital and to get an overview of Indian financial system and its organization.
3. It also aims at familiarizing the students with the valuation of firm and estimation working capital requirement of the firm.
4. To developing skills for interpretation of business information and application of financial theory in corporate investment and dividend decision.

Course Outcomes:

1. Understand the finance concepts
2. Appreciate the practical applications of finance concepts.
3. Apply the knowledge of finance in various practical situations.
4. Analyze and evaluate various financial statements or problems and suggest appropriate solutions.
5. Solve a variety of finance problems, case studies and make inferences

UNIT I

Financial management: – Introduction to financial management, objectives of financial Management – profit maximization and wealth maximization. Changing role of finance Managers. Ethics in financial management.

Time value of money: –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Capital recovery & loan amortization.

L-10 Hours T-06Hours

UNIT II

Sources of long term Financing: - Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Angel investing, private equity, Warrants and convertibles (Theory Only)

Cost of Capital: Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

L-10 Hours T-08Hours

UNIT III

Working capital management: – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.

Capital structure and dividend decisions: – Planning the capital structure. **Leverages** – Determination of operating leverage, financial leverage and total leverage.

L-10 Hours T-06Hours

UNIT IV

Investment Decisions: – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project.

Dividend policy: – Factors affecting the dividend policy – dividend policies- stable dividend, stable payout.

L-10 Hours T-06Hours

TEXT BOOKS:

1. Prasanna Chandra, (2011), Financial Management, TMH, 8the.
2. Pandey I. M, Financial Management, Vikas, 10th e.
3. Khan M. Y.and Jain P. K, Financial Management, TMH 6the.

REFERENCE BOOKS:

1. Vanhorns and Bhandari, Fundamentals of Financial Management, Pearson Education.
2. Stephen A. Ross, Wester Field, and Jordan, (2010), Fundamentals of Corporate Finance , McGraw Hill, 8the,
3. Brealy and Myers, (2012), Principles of Corporate Finance: Theory & Practice, TMH, 10th e.
4. Sharan,(2005), Fundamentals of Financial Management Pearson, 2nd e.
5. Shah. P. Paresh, Financial Management, Biztantra, 2nde.
6. Kishore M. Ravi., Financial Management: Comprehensive Text Book with case Studies, Taxmann, 7the.

PBA224C: MANAGING HUMAN RESOURCE

04 CREDITS (3-2-0)

Course Objectives:

1. To enable students understand basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.
2. To make students aware about various steps involved in Selection, Placement and Induction and providing methods, procedure and evaluation in Training and Development
3. To make them understand the Performance appraisal and Payroll and Benefits in corporate.
4. To make students aware about the Career planning, and Industrial relations.

Course Outcomes:

1. Define, Describe, explain, or exhibit a fair understanding of the concepts related to human resource management.
2. Apply or demonstrate the application of concepts of human resource management knowledge in various practical/business situations.
3. Analyze the various human resource management theories and situations of different businesses.
4. Evaluate, appraise, or justify the human resource management decisions or strategies of different businesses.
5. Design, develop, devise, create, or implement suitable strategies related to human resource management.

UNIT I

Nature and scope of HRM and HRP: Introduction – definition, human resource management, features of HRM – role of HRM – managerial functions and operative functions.

Role of personnel manager and HR manager – qualities of HR / personnel manager.

HR planning (HRP) – Introduction – objectives of HRP – definition and need for HRP – benefits of HRP – factors affecting HRP – process.

L-10 Hours T-06Hours

UNIT II

Talent Acquisition –Recruitment definition – objectives – Factors affecting recruitment policy – Centralized and Decentralized – Recruitment techniques – Recruitment process, e-recruitment, and employee referrals.

Selection, Placement and Induction: Meaning – definition of selection – essentials of selection procedure – significance of selection process and selection as a source of competitive advantage. selection procedure – recruitment application form – written exams – preliminary interview – various types of tests (aptitude, achievement, situational, interest, personality) – different types of interviews and interview process – means to make interview effective – medical exams – reference checks – final decision – employment – placement and induction.

Human Resource Training and Development :Meaning of T & D importance of training – benefits of training – need and objectives, on-the-job and off-the-job training methods — training procedure – final evaluation,- how to make training effective.

L-10 Hours T-08Hours

UNIT III

Performance appraisal (PAS) : Introduction – meaning – need – purpose – objectives – contents of PAS – appraisers and different methods of appraisal – uses of performance appraisal – limitations and problems of performance appraisal – 360° Appraisal.

Payroll and Benefits – Introduction – definition – need for sound salary administration – objectives – factors affecting wages / Types

of incentive plans – profit sharing – bonus concepts – ESOPs – pay for performance, employee benefits-continuing education opportunities, flexi time, insurance schemes.

L-10 Hours T-06Hours

UNIT IV

Career planning and Internal mobility: Career planning – meaning – need, career development actions – promotion – meaning – purpose – bases of merit – seniority – merit cum seniority – benefits – problems. Promotion, Demotion – meaning – need for demotion policy.

Industrial Relations: Overview of industrial relations. Industrial disputes, preventive and settlement machinery, Employee Grievance procedure. Collective bargaining-Introduction, importance. Industrial relations scenario: current issues and future challenges.

L-10 Hours T-06Hours

Total L (Lecture) -40 Hours

T (Tutorial)- 26 Hours

TEXT BOOKS:

- 1) VSP Rao, Human Resource Management Text and Cases, Excel Books.
- 2) Gary Desler, Human Resource Management, Pearson.

REFERENCE BOOKS:

- 1) John M Ivancevich, Human Resource Management, TMH.
- 2) Michael Armstrong, a Hand Book of Human Resource Management, Kogan Page India Ltd.
- 3) Robbins, D' Cenzo, Human Resource Management, John Wiley & Co.
- 4) Gomes Mejia, Bakin Candy, Managing Human Resources, Pearson Education / PHI.

**PBA227C: RESEARCH METHODOLOGY AND
STATISTICS
03 CREDITS (2-2-0)**

Course Objectives:

1. To understand the importance of research in creating and extending the knowledge-base of their subject area.
2. To gain ability to distinguish between the strengths and limitations of different research approaches regarding their Subject/research area.
3. To know the range of qualitative and quantitative research methods potentially available to the researchers.
4. To know the importance and use of statistics in research.
5. To acquire the skills to work independently, to plan and to carry out a small-scale research project and report writing.

Course Outcomes:

1. Define, describe, explain, exhibit a fair understanding of the concepts related to business research.
2. Apply or demonstrate the research knowledge in various practical situations.
3. Analyze and interpret the data collected using statistical tools and charts.
4. Analyze and evaluate the management and research problem situations.
5. Plan, design and implement various research designs, data collection tools and strategies to reach pertinent research objectives.

UNIT I

Business Research: An overview – Meaning, types, criteria of good research, research process, defining the research problem, selecting the problem, techniques used in defining a problem, preparing the research proposal & Synopsis framing, importance of literature review, ethical issues in research.

Business Research Design: Exploratory, Descriptive, & Causal research.

Exploratory research: Meaning, suitability, collection, hypothesis formulation.

Descriptive research: Meaning, types of descriptive studies, data collection methods.

Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

Tutorials: Students are asked to do literature review, identify the problem, and set the objectives for the study.

L-07 Hours T-06Hours

UNIT II

Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling.

Data collection: Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.

Tutorials: Students are asked to design research methodology and frame the questionnaire.

L-08 Hours T-06Hours

UNIT III

Statistics in Research (Theory only): Measures of central tendency, measures of dispersion, skewness and kurtosis, correlation and regression. Variables in research, types of variables, need for theoretical framework in research.

Hypothesis: Meaning, types, formulation of Hypothesis, Steps in Hypothesis Testing, Errors in hypothesis testing, Parametric

and Nonparametric test: T-test, Z-test, F-test, Rank-Sum tests- M-W (U-test), K-W (H-test). (**Theory only**).

Tutorials: Students are asked to collect data and tabulate data in SPSS.

L-07 Hours T-06Hours

UNIT IV

Data Analysis: Editing, Coding, Classification, Tabulation, Analysis & Interpretation.

Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (**Theory only**).

Research report: Steps in report writing, Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

Tutorials: Students are asked to do analyses of the data, finding and recommendations for the research they carried and prepare a report.

L-08Hours T-08Hours

TEXT BOOKS:

1. Naresh K Malhotra (2007), Marketing Research, Pearson Education /PHI, 5th e.
2. S.N.Murthy and U.Bhojanna,(2007), Business Research Methods, Excel Books, 2nd e.

REFERENCE BOOKS:

1. RajendraNargundkar, (2004), Marketing research: Text and cases, TMH, 2nd e.
2. Kothari.C.R, (2002), Research Methodology, VishwaPrakashan.
3. Uma Sekaran and Roger Bougie, (2010), Research Methods for Business, Wiley India, 5the.
4. A Parasuraman, Dhruv Grewal, (2004), Marketing Research, Biztantra.

PBA228C: STRATEGIC MANAGEMENT
03 CREDITS (3-0-0)

Course Objectives:

1. To explain core concepts in strategic management and provide examples of their relevance and use by actual companies
2. To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments
3. To develop analyzing power related to different kinds of strategies by using different cases.
4. To illustrate the important kinds of strategic challenges faced by managers and make the students to analyze in practical situations.

Course Outcomes:

1. Explain various strategies in business organizations
2. Apply the knowledge of strategic management model in various practical situations.
3. Analyze and discuss different types of strategies adopted in various business organizations.
4. Demonstrate strategy formulation skills in practical situations.
5. Plan, design and implement various strategies and strategic management models

UNIT I

Strategic Management: What is Strategy and Business Policy; What is Strategy, Why strategic Management; Strategic Management in multi SBU

Strategic Management elements and model:

Strategic intent ,Elements of Strategic Management – mission and objective – why, how are they formulated, why do they change, examples of mission /objective, . Factors influencing formation of objectives and mission, Policies, programs, budgets, and procedures

L-10 Hours T-00Hours

UNIT II

Mintzberg model of decision-making, Strategic decision making process, Corporate Governance and Social Responsibility

General environment: identifying external environment variables; economic factors, technological factors, social factors, porter's approach to industry analysis; drawing an industry matrix / etop; global competition

Internal Analysis and Diagnosis, VRIO framework:

Competitive Advantage, Value-chain analysis, internal factors to be analyzed – Marketing and distribution factors; R&D factors; Production & Operations factors; Corp. Resources & Personnel factors; Finance factors, diagnosing strengths and weaknesses of an organization.

L-10 Hours T-00Hours

UNIT III

Developing a IFAS and strategic advantage profile.(IFAS+EFAS=SGAS Matrix). SWOT Analysis & TOWS Matrix

Generic Strategic Alternatives:

Basis-Porter's Generic Strategies; Direction: Expansion, Stability, Retrenchment, and combination strategies – when and how do companies choose them?; Timing tactics and market location tactics.

Strategy Variation

Internal and External alternatives to strategies ;(Concentric Strategies – vertical Integration, Diversification strategies) Related / Unrelated, Horizontal/ Vertical, Active / Methods: Passive alternatives.

L-10 Hours T-00Hours

UNIT IV

International Entry Strategies – Acquisitions, Mergers, and Joint Ventures – Factors which are important – legal and human considerations.

Corporate level Decision Making:

Strategic Choice and Implementation; Analytical Tools – BCG Matrix, GE Business Screen, International Portfolio analysis, Key Country Matrix.; Parenting Matrix

L-12 Hours T-00Hours

TEXT BOOKS:

1. Business Policy and Strategic Management by William J Glueck and Jauch. (G&J)
2. Strategic Management – competitiveness and Globalization by Michael A Hitt, R Duana Ireland & Robert E Hoskisson.(Hitt)
3. Business policy and strategic Management – By Gupta, Golekota& Srinivasan.PHI,2005(Gupta etal)
4. Strategic Management by Pearce and Robinson- T M H,2005(P&R)
5. Strategic Management-, The Indian context,- R.Srinivasan, Prentice Hall, 2005

REFERENCE BOOKS:

1. Strategic Management: Concepts and Cases, David R, 14/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage, Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage, Michael E Porter, Free Press N
4. Essentials of Strategic Management, Hunger, J. David, 5/e, Pearson.
5. Strategic Management, SarojDatta, jaico Publishing House, 2011
6. .Business Environment for Strategic Management, Ashwathappa, HPH

PBA232C BUSINESS & LEGAL ENVIRONMENT
04 CREDITS (3-2-0)

Course Objectives:

1. The objective of this course is to sensitize towards the overall business environment within which organization has to function
2. To educate the students on the role of business in modern society with emphasis on significant relationship which exists between the business and different sectors of Indian economy
3. To expose the students to basic concepts of implications of social, legal, political, Economic fiscal and financial environment in India
4. Understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.

Course Outcomes:

1. Describe, define, explain, or exhibit a fair understanding of the fundamental concepts related to business environment
2. Apply or demonstrate the application knowledge of business environment & legal in various practical/business situations.
3. Analyze the various business environment theories & business situations of different businesses.
4. Evaluate, appraise, or justify the business environment decisions or strategies of different businesses.
5. Design, develop, devise, create, or implement suitable business solutions (or strategies or models) for various business environments (functionalities/ products/ services/ entities etc.) of a business or organization.

UNIT I

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Global environment. Features of Indian Economy, Changes in recent times. Socio Cultural factors affecting the Business.

Globalization and Indian Business Environment: Meaning and Implications, Phases, Globalization Impact on Indian Economy across Sectors. GATT and WTO: Agreements and Implications.

Global environmental issues: Sustainable development-Concepts, relevance in modern Business, World Business Council for Sustainable Development (WBCSD) Report.

Technological Environment: Technology and Development, Integrating technology with Business.

L-10 Hours T-04Hours

UNIT-II

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings.

Private Sector Enterprises– growth, problems and prospects. SSI – Role in Indian Economy. Disinvestments in Indian public sector Units since 1991.

Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools Business cycle- features, phases Business environment in Developed and Developing Countries.

L-10 Hours T-02Hours

UNIT III

Contract Act: Offer and Acceptance, Legality of object and consideration, Performance and Discharge of contract, quasi

contract, Contract of Guarantee, Bailment (rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal).

Law of Sales: Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property

Law of partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Dissolution of Partnership Firm.

Company Law: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors. Meetings of Directors. Shareholders of companies, overview of different modes of Winding up of Companies.

Consumer Protection Act 1986. An Overview of Laws relating to Intellectual Property Rights (IPR).

L-10 Hours T-04Hours

UNIT-IV

Corporate Social responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples.

Business Ethics: meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations

L-10 Hours T-04Hours

TEXT BOOKS:

1. Misra. K. S, Puri K. V., Economic Environment of Business, HHP.
2. Justin Paul, Business Environment Text and Cases, McGraw – Hill Publishers. Suresh Bedi, Business Environment, Excel Books.

3. Subba Rao P., International Business, Himalaya Publication
4. Francis Cherunilam, Business Environment for Sustainable Development, HPH

REFERENCE BOOKS

- 1) Business Law for Managers, Goel P. K, Biztantra, 2012.
- 2) Business Ethics and Corporate Governance- Prabakaran S, Excel Books.
- 3) Business Ethics and Corporate Governance - Ghosh B.N, Tata McGraw-Hill, 2012
- 4) Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C.V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.
- 5) Business Law- S.S. Gulshan
- 6) Business Law-Kuchal
- 7) Business Ethics - Bajaj P. S& Raj Agarwal, Biztantra, 2011

**PBA230L: BUSINESS ANALYTICS LAB
1.5 CREDIT**

Objective: To learn and apply the various analytical tools used in business such as Excel & SPSS.

Course Structure:

A). Excel for Managers:

1. **Introduction to Excel**-Getting started, Excel Environment, Menus and Dialog boxes.
2. **Basic functions**- Totaling, percentages, averages, maximums and minimums, numeric cells, discounts, if statements, nested if statements, sum if statements, count if statements etc.

B). SPSS (Business Statistical Analysis)

1. **Introduction to SPSS:** Getting started, SPSS Environment, Menus, Dialog boxes for Statistical procedures, saving files.
2. **Descriptive Statistics:** Frequency Distributions, Measures of Central Tendency, and Measures of Dispersion.
3. **Testing of Hypothesis:** t-test- one sample, independent sample, paired sample, ANOVA-one way and two-way.

Software packages used:

1. Microsoft Excel
2. SPSS (Statistical Package for Social Sciences).

Guidelines:

- Business Analytics Lab is a passing head in the MBA programme.
- Every student has to complete all experiments/exercises prescribed in the course manual.
- Student shall submit a hard copy of lab journal report to the college. The lab journal should consist all prescribed exercises.
- Business Analytics Lab is evaluated for 100 marks (CIE-50 and SEE-50)
- Performance and journal write up consists 30 marks (Marks for each experiment = 30 marks / no of proposed experiments)

Scheme of Evaluation (CIE & SEE)

Examination	Marks
Continuous Internal Evaluation (CIE)	50
Semester End Examination (SEE)	50
Total Marks	100

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of course coordinator and another expert from the department. Performance and journal write up shall be evaluated by the course coordinator on a continuous basis. The internal evaluation will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

Sl. No	Description	Max. Marks
1	Write-up Exam	20
2	Execution	20
3	Viva- Voce	10
	Total	50
Total 50 marks is reduced to 20 marks		20*
4	Performance and journal write up	30
	Total	(20+30)=50

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprises of internal examiner (from the department) & External examiner (Academician). The external examination will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for SEE.

Sl.No	Description	Max. Marks
1	Write Up	20
2	Execution	20
3	Viva-Voce	10
	Total	50

*** CIE (50) + SEE (50) = 100 Marks**

Note:

- Lab report will be signed by course coordinator and HOD.
- Internal Marks will be entered by course coordinator
- Consolidated CIE Marks Sheets hard copy will be signed by course coordinator & HOD and same is submitted to COE.

**PBA231L: PRESENTATION LAB
1.5 CREDITS**

Objectives:

It gives an opportunity for student to:

- Develop presentation ability
- Use effective visual aids
- Learn to prepare presentations by collecting, preparing and analyzing data
- Adopt several methods and tools for presentation
- Use positive presentation style behavior
- To remove stage fear and build confidence

Guidelines:

- Presentation Lab is a passing head in the MBA programme.
- Every student has to complete all exercises/ presentations prescribed in the course manual.
- Student shall submit a hard copy of presentation lab journal report to the college. The lab journal should consist of all prescribed exercises/ presentations topics.
- Presentation exercises/ topics will be from various subjects/ domains, namely, Financial Management, Managing Human Resource, Research Methodology & Statistics, Strategic Management and Business and Legal Environment. Student shall collect relevant data on the given topic and make a presentation.
- Presentation Lab is evaluated for 100 marks (CIE-50 and SEE-50)

- Performance and journal write up consists 30 marks (Marks for each exercise = 30 marks / no of proposed exercises).

**Scheme of Evaluation
(CIE & SEE)**

Examination	Marks
Continuous Internal Evaluation (CIE)	50
Semester End Examination (SEE)	50
Total Marks	100

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal examiner and another expert from the department. Performance and journal write up shall be evaluated by the concerned subject faculty who engages the presentation for the particular topic. The internal evaluation will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

SL. No	Marks split	Max.Marks
1	Write-up Exam	20
2	Presentation	20
3	Interaction	10
	Total	50
	Total 50 marks is reduced to 20 marks	20*
4	Performance and journal write up	30
	Total	(20+30)=50

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprises of internal examiner (from the department) & External examiner (Academician). The external examination will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for SEE.

Sl. No	Marks split	Max Marks
1	Write-up	20
2	Presentation	20
3	Viva Voce	10
	Total	50

*** CIE (50) + SEE (50) = 100 Marks**

Note:

- Lab report will be signed by course coordinator and HOD.
- Internal Marks will be entered by course coordinator.
- Consolidated CIE Marks Sheets hard copy will be signed by course coordinator & HOD and same is submitted to COE.