R24 ACADEMIC REGULATIONS
COURSE STRUCTURE AND SYLLABI

of

I YEAR
MASTER OF BUSINESS ADMINISTRATION

FOR

MBA REGULAR TWO YEAR DEGREE PROGRAM

(For the batches admitted from 2024-25)

CHOICE BASED CREDIT SYSTEM

DEPARTMENT OF MANAGEMENT STUDIES

SRI VENKATESWARA COLLEGE OF ENGINEERING

(AUTONOMOUS)

(Affiliated to J.N.T. University Anantapur, Ananthapuramu, Accredited by NBA & NAAC "A")

Karakambadi Road, Tirupati - 517 507

Vision

To be a centre of excellence focusing on high quality technical education, research and technical services with global leadership competence to succeed in employment and higher education with ethical, social, entrepreneurial aspects updating to the real time requirements.

Mission

M 1: To impart high quality technical education by providing the state-of-the art infrastructure, core instruction.

M 2: Advanced research and technical consultancy services with qualified and senior faculty.

M 3: To prepare the students professionally deft and intellectually adept possessing excellent skill, knowledge and behavior with global competence.

Department of Management Studies

Vision

Our vision is to produce capable business leaders and to emerge as an esteemed center of excellence in management, research and consultancy and to train the students to become value based, society oriented professionals.

Mission

To mould a new generation of excellent management professionals, who would be able to lead and work innovatively in a dynamic and competitive world with strong focus on varied fields.

PROGRAM EDUCATIONAL OBJECTIVES

PEO1: Students will establish themselves as effective professionals by solving real problems through the use of management science knowledge and with attention to teamwork, effective communication, critical thinking and problem solving skills.

PEO2: Students will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields.

PEO3: Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies

PEO4: Students will be provided with an educational foundation that prepares them for excellence, leadership roles along diverse career paths with encouragement to professional ethics and active participation needed for a successful career.

PROGRAM OUTCOMES

PO1: Equipped with advanced business acumen that helps them to understand the key business functions and organizational resources for efficient business management.

PO2: Familiarize themselves with financial concepts, analysis and reporting systems.

PO3: Identify customer needs and to participate in the process of developing products and services to meet their requirements.

PO4: Familiarize with social responsibility issues that managers must address, including business ethics, cultural diversity, and environmental concerns.

PO5: An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.

PO6: An ability to communicate effectively, both in writing and orally.

PO7: Apply conceptual business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

PO8: Exhibit business-related behavioral skills including leadership, interpersonal, communication (written and oral), team, and lifelong learning skills.

PROGRAM SPECIFIC OUTCOMES

PSO1: Demonstrate the ability to analyze complex, unstructured qualitative and quantitative problems by collecting, analyzing data by using accounting, financial, mathematical, statistical tools, and information and communication technologies to solve complex business problems.

PSO2: An ability to understand the impact of Managerial solutions in a global, economic, environmental, and societal context.

PSO3: Acquire leadership skills, understand group and individual dynamics, and be able to work in teams.

PSO4: Apply technology to enhance organizational efficiency and create innovative business solutions.

PRELIMINARY DEFINITIONS AND NOMENCLATURE

AICTE: Means All India Council for Technical Education, New Delhi.

Autonomous Institute: Means an institute designated as Autonomous by University Grants Commission (UGC), New Delhi in concurrence with affiliating University (**Jawaharlal Nehru Technological University Anantapur**).

Academic Autonomy: Means the freedom granted to an institute in all aspects of conducting its academic programs, as granted by the UGC, to promote excellence.

Academic Council: The Academic Council is the highest academic body of the institute and is responsible for the maintenance of standards of instruction, education, and examination within the institute. The Academic Council is an authority as per UGC regulations and has the right to make decisions on all academic matters, including academic research

Academic Year: It is the period necessary to complete an actual course of study within a year. It comprises two main semesters i.e., one odd and one even.

Board of Studies (BOS): BOS is an authority as defined in UGC regulations, constituted by Head of the Organization for each of the departments separately. They are responsible for curriculum design and updation in respect of all the programmes offered by a department.

Backlog Course: A course is considered to be a backlog course if the student has obtained a failing grade in that course.

Commission: Means University Grants Commission (UGC), New Delhi.

Choice Based Credit System: It provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching along with provision of choice for the student in the course selection.

Continuous Internal Evaluation: It is an examination conducted towards sessional assessment.

Core: The courses that are the essential constituents of each engineering discipline are categorized as professional core courses for that discipline.

Course: A course is a subject offered by a department for learning in a particular semester.

Course Outcomes: The essential skills that need to be acquired by every student through a course.

Credit: A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one hour of teaching (Lecture / Tutorial) or two hours of practical work / field work per week.

Credit Point: It is the product of grade point and number of credits for a course.

Cumulative Grade Point Average (CGPA): It is a measure of cumulative performance of a student overall the completed semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

Curriculum: Curriculum incorporates the planned interaction of students with instructional content, materials & resources.

Department: An academic entity that conducts relevant curricular and co-curricular activities, involving both teaching and non-teaching staff, and other resources in the process of study for a degree.

Detention in a Semester: Student who does not obtain minimum prescribed attendance in a Semester shall be detained in that particular Semester.

Elective Course: A course that can be chosen from a set of courses. An elective can be

Professional Elective and/or Open Elective.

Evaluation: Evaluation is the process of judging the academic performance of the student in her/his courses. It is done through a combination of continuous internal examinations and semester end examinations.

Grade: It is an index of the performance of the students in a said course. Grades are indicated by alphabets.

Grade Point: It is a numerical weight allotted to each letter grade on a 10 - point scale.

Institute: Represents Sri Venkateswara College of Engineering, Tirupati unless indicated otherwise by the context.

Massive Open Online Courses (MOOCs): MOOCs inculcate the habit of self-learning. MOOCs would be additional choices in all the elective group courses.

Pre-requisite: A specific course or subject, the knowledge of which is required to complete before student register another course at the next grade level.

Professional Elective: It indicates a course that is discipline centric. An appropriate choice of minimum number of such electives as specified in the programme will lead to a degree with specialization.

Programme: Denotes, Master of Business Administration (MBA).

Project Work: It is a design or research-based task undertaken by a student during his/her final year to achieve a particular aim. It is a credit-based course and should be planned carefully by the student.

Registration: Process of enrolling into a set of courses in a semester of a programme.

Regulations: The regulations, common to all MBA programmes offered by Institute, are designated as "SVCE R24" and are binding on all the stakeholders.

Semester: It is a period of study with a minimum of 90 instructional days per semester (including all examinations). Each academic year of study is divided into two semesters.

Semester End Examinations: It is an examination conducted for all courses offered in a semester at the end of the semester.

University: Represents Jawaharlal Nehru Technological University Anantapur (JNTUA), Ananthapuramu.

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1 General

1.1 About the College

Sri Venkateswara College of Engineering (SVCE) is part of the SV Colleges group established in the year 2007 with a vision to become a leader in providing quality educational services. College is affiliated to JNTUA & Approved by AICTE, recognized under sections 2(f) & 12(B) of UGC act 1956, Accredited by NAAC with 'A' Grade. Six B.Tech. Programmes CSE, ECE, EEE, IT, ME & CE are accredited by NBA, New Delhi. The College offers UG Programmes [CE, CSE, CSE (AI & ML), CSE (CS), CSE (DS), ECE, EEE, IT & ME], PG Programmes (VLSI Design, CSE, MCA & MBA). The Institution conferred 'Autonomy' by UGC, New Delhi in the year 2020.

The Campus is equipped with state of art laboratories of centre of excellence through advanced tools and technologies. Learning at Sri Venkateswara College of Engineering has a pragmatic approach with a clear focus, valuing individual vision, intellectual discipline, and a sense of teamwork. We aim at developing our students to their full potential, preparing them to take the next step towards career success.

Sri Venkateswara College of Engineering is committed to its role in creating leaders through its innovative programmes, outstanding faculty and thought leadership. Sri Venkateswara College of Engineering nurtures global leaders who can speak their minds and work well with others in a wide range of cultural contexts. It will develop their ability to manage a career successfully in the global economy.

Our teaching modes and methods of assessment vary between courses to ensure that you gain the most benefit from the interactive course content, faculty members, fellow students, and invited guests. Lectures comprise only a portion of course delivery, with the remaining taken up by discussions, seminars, case analysis, simulation, individual and group projects, and presentations.

Academic programmes of the College are governed by the rules and regulations as approved by the Academic Council, which is the highest academic body of the College. These academic rules and regulations are effective from the academic year 2024-25 for the students admitted into the two-year Post Graduate MBA programme offered by the college.

1.2 Applicability

All the rules specified herein, approved by the Academic Council, shall be in force and applicable to students admitted from the academic year 2024-25 onwards. Any reference to 'College' in these rules and regulations stands for Sri Venkateswara College of Engineering.

1.3 Extent

All the rules and regulations specified here in after shall be read as a whole for the purpose of interpretation. As and when a doubt arises, the interpretation of the Chairman of the Academic Council is final. It shall be ratified by the Academic Council in the forthcoming meeting. As per the requirements of statutory bodies, the Principal of Sri Venkateswara College of Engineering shall be the Chairman of the Academic Council.

1.4 Semester System and Structure

A student after securing admission shall complete the MBA programme in a minimum period of two academic years (4 semesters), and a maximum period of four academic years (8 semesters) starting from the date of commencement of first year first semester, failing which student shall forfeit seat in MBA programme.

1.4.1 Semester scheme

i. A Candidate after securing admission must pursue the MBA programme of study for four semesters duration.
ii. Each Semester shall be of a minimum of 90 instructional days.
iii. A candidate admitted to a programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.
iv. The medium of instruction of the programme shall be English only for all theory and practical courses, examinations, seminar, and project thesis/dissertation reports.

1.4.2 Course Classification

All courses offered for the post graduate programme in MBA are broadly classified as follows.

S. No.	Broad Course Classification	Course Group/ Category	Course Description	Credits
1	Core Courses	PC – Professional Core	Includes core courses related to the parent discipline/ department.	60
2	Elective Courses	PE – Professional Electives	Includes elective courses related to the parent discipline/ department.	24
		GE - General Electives	Elective courses which include inter-disciplinary courses or courses in an area outside the parent discipline which are of importance in the context of special skill development	4
3	Skill Oriented Courses	SC - Skill Courses	Courses that focus on imparting skills to students to make them employable	7
4	Project Work	Experiential Learning Project	Multifaceted assignment that serves as a group academic and intellectual experience	1
		PW - Project Work	Major project	10
TOTAL				**106**

- A faculty advisor/mentor shall be assigned to advise students on the programme, its Course Structure and Curriculum, Choice of Courses, based on his competence, progress, pre-requisites and interest.
- Preferably 25% course work for the theory courses in every semester shall be conducted in the blended mode of learning.

1.5 Admissions

Admission into first year of two-year full time MBA Degree Program in Sri Venkateswara College of Engineering will be as per norms of Jawaharlal Nehru Technological University Anantapur, Ananthapuramu and Government of Andhra Pradesh.

- Admission to the MBA programme shall be made subject to the eligibility, qualification and specialization as prescribed by the Government of Andhra Pradesh / University from time to time.
- Admissions shall be made on the basis of either the merit rank or percentile obtained by the candidate in the relevant qualifying examination / the merit rank obtained by the candidate at the qualifying Entrance Test conducted by the Government of Andhra Pradesh (APICET) or on the basis of any other exams approved by the University, subject to reservations as laid down by the Government of Andhra Pradesh from time to time.

1.6 Award of MBA Degree

A student will be declared eligible for the award of the MBA degree if he/she fulfils the following:

1. Pursues a course of study for not less than two academic years and not more than four academic years.
2. Registers for 106 credits and secures all 106 credits.

Students, who fail to fulfil all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit their seat in MBA programme and their admission stands cancelled.

2. Continuous Assessment

2.1 Attendance Requirement

i. A candidate shall be deemed to have eligibility to write Semester End Examinations if he/she has put in at least 75% of attendance on cumulative basis of all courses in the semester and 40% of minimum attendance should be maintained in each course.
ii. Condonation of shortage of attendance in aggregate upto 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee, if a student puts an aggregate attendance of 65% and minimum 40% in each course.
iii. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
iv. A stipulated fee shall be payable towards condonation of shortage of attendance.
v. If the candidate does not satisfy the attendance requirement, he/she is detained for want of attendance and shall re-register for that semester. He/she shall not be promoted to the next semester. They may seek re-admission into that semester when offered next.
vi. If the learning is carried out in blended mode (both offline & online), then the total attendance of the student shall be calculated considering the offline and online attendance of the student.

2.2 Evaluation

The performance of a student in each semester shall be evaluated course wise (irrespective of credits assigned), for a maximum of 100 marks for theory course and 100 marks for practical course, on the basis of Continuous Internal Evaluation and Semester End Examination.
For theory/practical courses the distribution shall be 40 marks for Continuous Internal Evaluation and 60 marks for the Semester End Examination.

2.2.1 Theory Courses

2.2.1.1 Continuous Internal Evaluation

For theory courses, during the semester, there shall be two midterm examinations, one in the middle of the semester and the other immediately after the completion of instructional period. First midterm examination shall be conducted for I, II units of syllabus. The second midterm examination shall be conducted for III, IV and V units. Each midterm examination shall be evaluated for 40 marks of which 30 marks for subjective paper (2-hour duration) and 10 marks for assignments.

Subjective paper shall contain 3 questions covering all the units of respective syllabus, student has to answer all the 3 questions, each question carries 10 marks.

***Note 1**: Any fraction shall be rounded off to the next higher mark.

If the student is absent for the midterm examination, no re-exam shall be conducted and midterm examination marks for that examination shall be considered as zero.

Final midterm examination marks shall be arrived at by considering the marks secured by the student in both the midterm examinations with 80% weightage given to the better midterm exam and 20% to the other.

2.2.1.2 Semester End Examination

Semester End Examination of theory courses shall have the following pattern:

i. There shall be 5 questions in Part-A and 1 compulsory question in Part-B.
ii. In Part-A, each of the questions, there shall be either or a type question of 10 marks each from every unit of the syllabus. Student shall answer any one of them.
iii. In Part-B, Student shall analyse a Case Study for 10 marks.
iv. All the questions have to be answered compulsorily.
v. Each question may consist of one, two or more bits
vi. A candidate shall be deemed to have secured the minimum academic requirement in a course if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End

Examination and Internal Evaluation taken together.

vii. In case the candidate does not secure the minimum academic requirement in any of the courses he/she has to reappear for the Semester Examination either supplementary or regular in that course or repeat the course when next offered or do any other specified course as may be required.

2.2.2 Practical Courses

For practical courses, 60 marks shall be for the Semester End Examinations and 40 marks will be for Continuous Internal Evaluation based on the day-to-day performance. The internal evaluation based on the day-to-day work - 10 marks, record - 10 marks and the remaining 20 marks to be awarded by conducting a midterm examination at the end of the instruction period. The Semester End Examination shall be conducted by the examiners, with a breakup mark of Procedure – 10 Marks, Experimentation – 25 Marks, Results - 10 Marks, Viva Voce - 15 Marks.

The laboratory records and midterm examination answer scripts shall be preserved for a minimum period of 3 years in the institute as per the norms and shall be produced to the Committees of the University as and when the same are asked for.

2.2.3 Project Work

The Project work shall be initiated at the beginning of the IV Semester and the duration of the Project work is for one semester. Evaluation of Project work is for 200 marks with 100 marks for Continuous Internal Evaluation and 100 marks for Semester End Examination.

A Project Evaluation Committee (PEC) shall be constituted with the project supervisor, project coordinator of the concerned section, and one senior faculty. The PEC is constituted by the Principal on the recommendations of the Head of the Department.

i. **Registration of Project Work**: A candidate is permitted to register for the Project Work in III Semester after satisfying the attendance requirement in all the courses, both theory and practical (in I & II semesters).
ii. The Project work shall be initiated in the IV semester and the duration of the Project is of one semester.
iii. A candidate is permitted to submit Project Thesis with the approval of PEC.
iv. Continuous assessment of Project Work in IV semester will be monitored by the PEC.
v. The candidate shall submit status report by giving seminars in two phases in IV semester during the project work period. These seminar reports must be approved by the PEC before submission of the Project Thesis.
vi. After registration, a candidate must present in Project Work Review - I, in consultation with, his/her Project Supervisor, the title, objective and plan of action of his/her Project work to the PEC for approval within four weeks from the commencement of IV Semester. Only after obtaining the approval of the PEC, the student can initiate the project work.
vii. The Project Work Review - II in IV semester carries Continuous Internal Evaluation marks of 100. Evaluation should be done by the PEC for 50 marks and the Supervisor will evaluate the work for the other 50 marks. The Supervisor and PEC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain and progress of the Project Work.
viii. A candidate has to secure a minimum of 50% of marks to be declared successful in Project Work Review - II. The unsuccessful students in Project Work Review - II shall reappear for it after a month.
ix. For the approval of PEC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PEC.
x. After approval from the PEC, a soft copy of the thesis should be submitted for Anti-Plagiarism check and the plagiarism report should be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%.
xi. After successful plagiarism check, three copies of the Project Thesis certified by the supervisor and HOD shall be submitted to the College.

xii. The Department shall submit a panel of three examiners as submitted by the supervisor concerned and Head of the Department for a maximum of 20 students. The Principal shall nominate external examiner for conducting Project Viva Voce examination.
xiii. The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva Voce examination.
xiv. The Project Viva Voce examinations shall be conducted by a board consisting of the Project Supervisor, Head of the Department and the External Examiner nominated by the Principal. For Project Viva Voce examination in IV semester there are Semester End Marks of 100 and it is evaluated by the board. The candidate has to secure a minimum of 50% marks in Viva Voce examination.
xv. If he fails to fulfill the requirements as specified, he will reappear for the Project Viva Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree.

Project Work			**Pass Marks %**
Continuous Internal Evaluation (Project Reviews and Presentation in IV Semester)	Semester End Examination (Project Thesis Submission and Viva Voce Examination in IV Semester)	Total Marks	50%
100 Marks	100 Marks	200	

2.2.4 Skill Oriented Courses:
For skill oriented courses, 60 marks shall be for the Semester End Examinations and 40 marks will be for Continuous Internal Evaluation based on the day-to-day performance. The internal evaluation based on the day-to-day work - 10 marks, record - 10 marks and the remaining 20 marks to be awarded by conducting a midterm examination at the end of the instruction period. The Semester End Examination shall be conducted by the examiners, with a breakup mark of Procedure – 10 Marks, Experimentation – 25 Marks, Results - 10 Marks, Viva Voce - 15 Marks.

The laboratory records and midterm examination answer scripts shall be preserved for a minimum period of 3 years in the institute as per the norms and shall be produced to the Committees of the University as and when the same are asked for.

The student shall be given an option to choose either the skill courses being offered by the college or to choose a certificate course being offered by industries/Professional bodies or any other accredited bodies. If a student chooses to take a Certificate Course offered by external agencies, the credits shall be awarded to the student upon producing the Course Completion Certificate from the agency. A committee shall be formed at the level of the college to evaluate the grades/marks given for a course by external agencies and convert to the equivalent marks/grades. The recommended courses offered by external agencies, conversions and appropriate grades/marks are to be approved by the committee at the beginning of the semester. The Head of the respective department shall forward such proposals to the Principal for approval. If a student prefers to take a certificate course offered by external agency, the department shall mark attendance of the student for the remaining courses in that semester excluding the skill course in all the calculations of mandatory attendance requirements upon producing a valid certificate as approved by the Principal.

2.2.5 Experiential Learning Project
There shall be Experiential Learning Project for Continuous Internal Evaluation of 100 marks. It is a multifaceted assignment that serves as a group academic and intellectual experience for students to have learning-pathway experience. The maximum size of each group shall be four. Students may be asked to select a topic, profession, or social problem that interests them, conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film,

or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and one senior faculty member of the department. The student has to secure a minimum of 50% of marks to be declared successful.

2.2.6 Summary - Distribution and Weightage of Marks

S. No.	Course Type	Marks	Examination and Evaluation	
1	Theory	60	Semester End Examination for 3 hours duration	
		40	30	Continuous Internal Evaluation (Two midterm examinations, each of 120 minutes duration)
			10	Average of two assignments, one assignment per each midterm examination
2	Laboratory	60	Semester End Examination for 3 hours duration	
		40	20	Continuous Internal Evaluation (10 marks - Day-to-day evaluation and 10 marks - Record)
			20	Midterm examination at the end of the instruction period
3	Skill Oriented Course	60	Semester End Examination for 3 hours duration	
		40	20	Continuous Internal Evaluation (10 marks - Day-to-day evaluation and 10 marks - Record)
			20	Midterm examination at the end of the instruction period
4	Project Work	100	Continuous Internal Evaluation (Project Reviews and Presentation in IV Semester)	
		100	Semester End Examination (Project Thesis Submission and Viva Voce Examination in IV Semester)	

2.2.7 Re-Registration for Improvement of Continuous Internal Evaluation Marks

Following are the conditions to avail the benefit of improvement of Continuous Internal Evaluation Marks.

i. The candidate should have completed the course work and obtained examinations results for **I, II and III** semesters.
ii. He / She should have passed all the courses for which the Continuous Internal Evaluation marks secured are more than 50%.
iii. Out of the courses the candidate has failed in the examination due to Continuous Internal Evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory courses and for a maximum of **three** Theory courses for Improvement of Continuous Internal Evaluation marks.
iv. The candidate has to re-register for the chosen courses before the start of the semester in which re-registration is required and fulfil the academic requirements.
v. For each re-registered course, the candidate has to pay a prescribed fee.
vi. In the event of availing the Improvement of Continuous Internal Evaluation marks, the Continuous Internal Evaluation marks as well as the Semester End Examinations marks secured in the previous attempt(s) for the re-registered courses stand cancelled.

2.2.8 Recounting / Revaluation

Students shall be permitted to apply for Recounting / Revaluation of the Semester End Examination answer scripts against notification within a stipulated period, after payment of the prescribed fee. After completion of the process of Recounting / Revaluation, the records are updated with changes if any, and the student shall be issued a revised grade sheet. If there are no changes, the student shall be intimated the same through a notice.

The Revaluation shall be carried out by an expert not less than Associate Professor cadre, as per the scheme of evaluation supplied by the examination branch in the presence of Principal / Controller of Examinations. Neither the students nor his parents shall be permitted to be present during the valuation.

2.2.9 Supplementary Examinations

In addition to the regular Semester End Examinations conducted, the college may also schedule and conduct supplementary examinations for all the courses of other semesters when feasible for the benefit of students. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

2.2.10 Withholding of Results

In case of indiscipline or malpractice is pending against a candidate, the result of the candidate shall be withheld and he/she shall not be allowed/promoted to the next higher semester.

2.3 Credit Transfer Policy

As per University Grants Commission (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016, the Institution shall allow up to 40% of the total courses being offered in a particular Programme in a semester through the Online Learning courses through SWAYAM.

i. The institution shall offer credit mobility for MOOCs and give the equivalent credit weightage to the students for the credits earned through online learning courses through SWAYAM platform.
ii. The online learning courses available on the SWAYAM platform will be considered for credit transfer. SWAYAM course credits are as specified in the platform.
iii. Student registration for the MOOCs shall be only through the department, it will be mandatory for the student to share necessary information with the department.
iv. The list of MOOCs shall be identified, approved and notified by the Head of the Department.
v. The department shall select the courses to be permitted for credit transfer through SWAYAM. However, while selecting courses in the online platform department would essentially avoid the courses offered through the curriculum in the offline mode.
vi. The department shall notify at the beginning of semester; the list of the online learning courses eligible for credit transfer in the forthcoming semester.
vii. The department shall also ensure that the student has to complete the course and produce the course completion certificate as per the academic schedule given for the regular courses in that semester.
viii. The department shall designate a faculty member as a mentor for each course to guide the students from registration till completion of the credit course.
ix. The institution shall ensure no overlap of SWAYAM MOOC exams with that of the Semester End Examination schedule. In case of delay in SWAYAM results, the Institute will re-issue the marks sheet for such students.
x. Student pursuing courses under MOOCs shall acquire the required credits only after successful completion of the course and submitting a certificate issued by the competent authority along with the percentage of marks and grades.
xi. The department shall submit the following to the examination section of the institution:
    a) List of students who have passed MOOC courses in the current semester along with the certificates of completion.
    b) Undertaking form filled by the students for credit transfer.

xii. The Institution shall resolve any issues that may arise in the implementation of this policy from time to time and shall review its credit transfer policy in the light of periodic changes brought by UGC, SWAYAM, NPTEL and State government.

Note: Students shall also be permitted to register for MOOCs offered through online platforms other than SWAYAM NPTEL. In such cases, credit transfer shall be permitted only after seeking approval of the Institution at least three months prior to the commencement of the semester.

2.4 Student Transfers

Student transfers shall be as per the guidelines issued by the Government of Andhra Pradesh from time to time.

3. Grading System

3.1 Credits

A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one hour of teaching (Lecture / Tutorial) or two hours of practical work / field work per week.

All courses are to be registered by the student in a semester to earn credits which shall be assigned to each course in an L T P C (Lecture Periods; Tutorial Periods; Practical Periods; Credits) structure based on the following general pattern.

Particulars	No. of Credits
1 Hour Lecture (L) per week	1
1 Hour Tutorial (T) per week	1
1 Hour Practical (P) per week	0.5
2 Hours Practical (P) per week	1

3.1.1 Total Credits

The curriculum is designed for MBA programme so that the total credits will be 106. To become eligible for the award of degree, every student shall earn all the credits of 106 specified in the curriculum of the programme.

3.2 Award of Grades

As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades and corresponding percentage of marks shall be followed:

After each course is evaluated for 100 marks, the marks obtained in each course will be converted to a corresponding letter grade as given below, depending on the range in which the marks obtained by the student fall.

Range in which the Marks in the Course fall	Grade	Grade Points Assigned
≥ 90	S (Superior)	10
≥ 80 < 90	A (Excellent)	9
≥ 70 < 80	B (Very Good)	8
≥ 60 < 70	C (Good)	7
≥ 50 < 60	D (Pass)	6
< 50	F (Fail)	0
Absent	Ab (Absent)	0

A student obtaining Grade 'F' or Grade 'Ab' in a course shall be considered failed and will be required to reappear for that course when it is offered in the next supplementary examination.

3.2.1 Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

i. The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA = \sum_{i=1}^{n}(C_i \times G_i) \Big/ \sum_{i=1}^{n} C_i$$

Where, C_i is the number of credits of the i^{th} course, G_i is the grade point scored by the student in the i^{th} course and n is the number of courses.

ii. The Cumulative Grade Point Average (CGPA) will be computed in the same manner taking into account all the courses undergone by a student in all the semesters of a programme, i.e.

$$CGPA = \sum_{i=1}^{n}(C_i \times S_i) \Big/ \sum_{i=1}^{n} C_i$$

Where S_i is the SGPA of the i^{th} semester, C_i is the total number of credits up to thatsemester and n is the number of semesters.

iii. Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

iv. While computing the SGPA, the courses in which the student is awarded Zero grade points will also be included.

Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.

Letter Grade: It is an index of the performance of students in a said course. Grades are denoted by letters S, A, B, C, D, and F.

3.3 Award of Degree and Class

A candidate shall be eligible for the award of MBA degree if he/she satisfies the minimum academic requirements prescribed for the completion of the programme, he/she shall be placed in one of the following three classes, based on overall CGPA obtained.

Class Awarded	CGPA secured
First Class with Distinction	≥8
First Class	<8 and ≥7
Pass Class	<7 and ≥6

4. Exit Policy

The student shall be permitted to exit with a PG Diploma based on his/her request to the institution through the department at the end of first year subject to passing all the courses in first year.

The institution shall resolve any issues that may arise in the implementation of this policy from time to time and shall review the policy in the light of periodic changes brought by UGC, AICTE and State government.

5. Transitory Regulations

Discontinued, detained, or failed candidates are eligible for readmission as and when the semester is offered after fulfillment of academic regulations. Candidates who have been detained for want of attendance or not fulfilled academic requirements or who have failed after having undergone the course in earlier regulations or have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent courses as and when courses are

offered, subject to Section 1.6 and they will follow the academic regulations into which they are readmitted.

6. General Instructions

i. The academic regulations should be read as a whole for purpose of any interpretation.
ii. Rules for disciplinary action for malpractice / improper conduct in examinations are appended.
iii. Where the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers", respectively.
iv. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.

7. Amendments to Regulations

The Academic Council of Sri Venkateswara College of Engineering (Autonomous) reserves the right to revise, amend, or change the Regulations, Scheme of Examinations, and / or Syllabi or any other policy, depending on the relevant needs of the society or industrial requirements etc., with the recommendations of the concerned Board(s) of Studies. The amendments shall be made applicable to all the students on rolls with effect from the dates notified by the institution.

NOTE: FAILURE TO READ AND UNDERSTAND THE RULES & REGULATIONS IS NOT AN EXCUSE

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8. RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices / Improper conduct	**Punishment**
	If the candidate:	
1 (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or Outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the notice of Principal.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred for four consecutive semesters from Class work and all Semester End examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the courses of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that semester/year. The candidate is also debarred for four consecutive semesters from class work and all Semester End Examinations if his involvement is established. Otherwise, the candidate is debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed

	Nature of Malpractices / Improper conduct	**Punishment**
		over to the police and a case is registered against him.
4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that course only.
6	Refuses to obey the orders of the Chief Superintendent /Assistant - Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester/year. If the candidate physically assaults the invigilator / officer-in-charge of the Examinations, then the candidate is also debarred and forfeits his/her seat. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work

	Nature of Malpractices / Improper conduct	**Punishment**
		and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat. Person (s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course only or in that course and all other courses the candidate has appeared including practical examinations and project work of that semester / year examinations, depending on the recommendation of the committee.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

Note: Whenever the performance of a student is cancelled in any course(s) due to Malpractice, he/she has to register again for Semester End Examinations in that course(s) consequently and has to fulfill all the norms required for the award of Degree.

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COURSE STRUCTURE

I Semester

S. No	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC101	Business Environment and Law	PC	4	0	0	4	4	40	60	100
2	BA24EPC102	Financial Accounting for Managers	PC	4	0	0	4	4	40	60	100
3	BA24EPC103	Management and Organizational Behavior	PC	4	0	0	4	4	40	60	100
4	BA24EPC104	Management Information Systems	PC	4	0	0	4	4	40	60	100
5	BA24EPC105	Managerial Economics	PC	4	0	0	4	4	40	60	100
6	BA24EPC106	Statistics for Managers	PC	4	0	0	4	4	40	60	100
7	BA24ESC101	Business Communication Skills Lab	SC	0	1	2	3	2	40	60	100
8	BA24ESC102	Information Technology Lab	SC	0	1	2	3	2	40	60	100
Total				**24**	**2**	**4**	**30**	**28**	**320**	**480**	**800**

II Semester

S. No	Course Code	Course Name	Category	Contact Periods per Week				Credits	Scheme of Examination Max. Marks		
				L	T	P	Total		Int. Marks	Ext. Marks	Total Marks
1	BA24EPC201	Business Research Methods	PC	4	0	0	4	4	40	60	100
2	BA24EPC202	Financial Management	PC	4	0	0	4	4	40	60	100
3	BA24EPC203	Human Resource Management	PC	4	0	0	4	4	40	60	100
4	BA24EPC204	Marketing Management	PC	4	0	0	4	4	40	60	100
5	BA24EPC205	Operations Management	PC	4	0	0	4	4	40	60	100
6	BA24EPC206	Operations Research	PC	4	0	0	4	4	40	60	100
7	BA24EGE201 BA24EGE202 BA24EGE203	**General Elective I** Digital Marketing and Social Media Strategy E-Business Industry 4.0 and Innovation	GE	2	0	0	2	2	40	60	100
8	BA24ESC201	Business Analytics Lab	SC	0	1	2	3	2	40	60	100
Total				**26**	**1**	**2**	**29**	**28**	**320**	**480**	**800**

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA20EPC101) BUSINESS ENVIRONMENT AND LAW

COURSE OBJECTIVE:

The objective of this course are to:

- Provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

- **CO 1:** Acquire the knowledge on business policies and environment factors to carry out a business.
- **CO 2:** Understand the various laws relating to business activities
- **CO 3:** Conduct and plan business effectively and efficiently in the light of information on various business policies and laws.
- **CO 4:** Learn about the Companies Act, 1956, including the formation, management, and winding-up processes of companies.
- **CO 5:** Explore the Information Technology Act, 2000, Right to Information Act, 2005, and GST Act, 2017, focusing on their scope, application, and regulatory frameworks.

UNIT I: (12 Periods)

Introduction to Business Environment: Meaning, Components of Business Environment-Industrial policy of 1991, Liberalization, Privatization and Globalization. New Industrial Policy.

UNIT II: (11 Periods)

Monetary, Fiscal and Trade Policy: Monetary& Fiscal Policy –, EXIM Policy, Role of EXIM Bank. Balance of Payments: WTO: Role and functions of WTO in promoting world trade – TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.

UNIT III: (13 Periods)

Introduction to Business Law-Definition -Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract – 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object, Breach of contract, Remedies to breach of contract.

UNIT IV: (13 Periods)

Companies Act, 1956 (Part-I): Kinds of Companies, Formation of Companies, Incorporation, and Company Documents. Company Act, 1956 (Part-II): Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.

UNIT V: (11 Periods)

Information Technology Act, 2000: Meaning, Scope and Application of ITAct,2000-Digital signature e-governance, penalties and adjudication, Cyber regulations appellate, tribunals, duties of subscribers- Right to Information Act,2005 –GST Act 2017.

Total Periods: 60

TEXT BOOKS:

1. K. Aswathappa (2017), Essentials of Business Environment, 13th Edition, Himalaya publishers.
2. N.D. Kapoor (2019), Elements of Mercantile Law, 38th Edition, Sultan Chand & Sons.

3. Ahuja H.L, Economic Environment of Business, 7th Edition, S. Chand & Sonq

REFERENCES:

1. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.
2. Business Environment – Text and Cases, Justin Paul, TMH.
3. Indian Economy- Misra and Puri, Himalaya.
4. Business Environment, Suresh Bedi, Excel.
5. Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
6. Legal Aspects of Business, Ravinder Kumar, Cengage.
7. A Manual of Business Laws, S.N.Maheshwari & Maheshwari, Himalaya.
8. Business law for management, K.R.Bulchandani-Himalaya Publishing.

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA24EPC102) FINANCIAL ACCOUNTING FOR MANAGERS

COURSE OBJECTIVE:
The objective of this course are to:

- Acquaint students with the fundamental principles of financial accounting, enabling them to prepare, analyze, and interpret financial statements. Additionally, it empowers students to make informed decisions using management accounting tools.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

CO 1: understand the fundamental concepts of financial accounting
CO 2: Gain proficiency in preparing basic financial statements by applying Generally Accepted Accounting Principles (GAAP) and accounting standards.
CO 3: Earn to calculate asset depreciation using various methods and perform inventory valuation using different techniques like LIFO and FIFO.
CO 4: Develop the ability to analyze financial statements using ratio analysis.
CO 5: Acquire the skills to conduct funds flow and cash flow analyses.

UNIT I: (13 Periods)
Financial Accounting: Introduction to Financial, Cost and Management Accounting, Definition, Importance, Objectives, uses of financial accounting and bookkeeping Vs Accounting, Single entry and Double entry systems, classification of accounts,

UNIT II: (13 Periods)
Financial Accounting System: Generally Accepted Accounting Principles and Accounting Standards governing financial statements, Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries, (Simple Problems Only)

UNIT III: (11 Periods)
Valuation of Assets: Introduction to Depreciation- Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO)

UNIT IV: (11 Periods)
Financial Analysis –I Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios –Interpretation of ratio for financial decisions- DuPont chart (A Case study on Ratio Analysis) - Comparative statements - common size statements- Trend Analysis. (Simple Problems Only)

UNIT V: (12 Periods)
Financial Analysis-II: Funds Flow Analysis – Funds from Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses And Limitations - Cash Flow Analysis –Uses and Limitations – Cash From Operations – Preparation of Cash Flow Statement –Distinction Between Funds Flow and Cash Flow – Simple Problems Funds flow and cash flow.

Total Periods: 60

TEXT BOOKS:

1. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari (2018), Financial Accounting, 6th Edition, Vikas Publishing House Pvt. Ltd.,
2. M P Gupta & Agarwal (2019), Accountancy, S.Chand
3. Ambrish Gupta, Financial Accounting for Management, Pearson, Delhi, 2004. Narayanaswamy R, Financial Accounting , Phi, Delhi, 2011

REFERENCES:

1. I. M. Pandey: Management Accounting Vikas Publishing House. ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton, Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B. Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
6. Khan and Jain, Management Accounting, Tata McGrawHill , Delhi.
7. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
8. Porwal, LS, Accounting Theory, TMH, New Delhi
9. Jelsy Josheph Kuppapally, Accounting for Managers, PHI, delhi, 2010.
10. Paresh Shah, Basic Accounting for Managers, Oxford, Delhi, 2007.

ONLINE RESOURCES:

1. https://onlinecourses.swayam2.ac.in/cec20_mg02/previewhttps://onlinecourses.swayam2.ac.in/imb19_mg06/previewhttps://onlinecourses.nptel.ac.in/noc19_mg37/preview
2. https://www.coursera.org/learn/wharton-accounting

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA24EPC103) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES:

The objective of this course are to:

- Give a basic perspective of Management theories and Practices.
- Study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

CO 1: Understand the role of management, its significance, and various management patterns, including scientific, behavioral, systems, and contingency approaches.

CO 2: Learn the decision-making and controlling processes, including techniques for effective planning and controlling in management.

CO 3: Explore individual behavior and motivation, including perception, learning, personality types, and motivational theories.

CO 4: Analyze different leadership styles and theories, distinguishing between leaders and managers, and understanding the qualities of effective leadership.

CO 5: Gain insights into organizational behavior, focusing on organizing processes, organizational culture, conflict management, and change management.

UNIT I: (12 Periods)

Role of Management – Concept – Significance – Role of Manager- Functions – Principles of Management - Patterns of Management: Scientific – Behavioral – Systems – Contingency. Case: Hitachi (Robert N Lussier page no: 197)

UNIT II: (11 Periods)

Decision Making & Controlling – Process –Techniques. Planning – Process - Making It Effective.Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective Case: The Coca- Cola Company (Robert N Lussier page no: 117)

UNIT III: (13 Periods)

Individual Behaviour & Motivation – Understanding Individual Behaviour – Perception – Learning – Personality Types – Johari window- Transactional Analysis- Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler Case: Dunkin's Donuts (Robert N Lussier page no: 151)

UNIT IV: (12 Periods)

Leadership: Differences between Leader & Manager - Leadership – Leadership styles Leadership theories – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of a good leader- Women Leadership in India. Case: Steve Jobs, Apple (Robert N Lussier page no: 348)

UNIT V: (12 Periods)

Organizational Behaviour–Organizing Process – Departmentation Types - Decentralization– Making Organizing Effective – Organizational culture- Types of culture – Organizational Culture Vs Organizational climate - Conflict management - Change Management, Organizational Development. Case: Chen Clothes Manufacturing.

Total Periods: 60

TEXT BOOKS:

1. Stephen P. Robbins (2018), Organizational Behaviour, 18th Edition, Pearson Education,
2. Subbarao P (2017), Management and Organizational Behaviour, 3rd Edition, Himalaya Publishing House

REFERENCES:

1. Organizational Behaviour ,S.S.Khanka, S.Chand
2. Organizational Behaviour , Mishra .M.N ,Vikas
3. Management and Organisational behaviour, Pierce Gordner, Cengage.
4. Behaviour in Organizations, Hiriyappa .B.New Age Publications
5. Organizational Behaviour, Sarma, Jaico Publications.
6. Principles of Management ,Murugesan ,Laxmi Publications

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA24EPC104) MANAGEMENT INFORMATION SYSTEMS

COURSE OBJECTIVE:
The objective of this course are to:

- Provide the basic concepts of systems concepts and Management of Information Systems and the utility of the systems for managerial decisions.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

- **CO 1:** Understand the need, characteristics, structure, and global role of Management Information Systems (MIS) and the challenges involved in managing them.
- **CO 2:** Learn about data resource management, including database concepts, DBMS, data warehousing, data mining, and the application of Artificial Intelligence in decision-making.
- **CO 3:** Explore business applications of information systems, including ERP, CRM, SCM, DSS, and the roles of MIS, business intelligence, and knowledge management systems.
- **CO 4:** Gain knowledge of information systems management, covering project planning, system development models, MIS evaluation, and system maintenance, including an introduction to Deep Learning.
- **CO 5:** Understand the fundamentals of cybercrime, cyber security, cyber law, and security measures, including block chain technology.

UNIT I: (12 Periods)
MIS an overview - Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, MIS structure, and MIS's role in global business. Challenges of Managing MIS

UNIT II: (11 Periods)
Data resource management- Database concepts, The traditional approaches, the modern approaches (Database management approaches) DBMS, Data models, Data warehousing and mining, Introduction to Artificial Intelligence, and Application of AI in Decision making process.

UNIT III: (13 Periods)
Business application of IS- Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision-making and Role of MIS, Business intelligence and Knowledge management systems, Introduction to Machine Learning

UNIT IV: (12 Periods)
Management of IS- Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product-based MIS evaluation, Cost /Benefit-based evaluation, Process-based calculation, and System maintenance, Introduction to Deep Learning

UNIT V: (12 Periods)
Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Block chain

Total Periods: 60

TEXT BOOKS:

1. MIS –Managerial Perspective, D.P.Goyal, Vikas Publications.

REFERENCES:

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
3. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.
4. Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.
5. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
6. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill.
7. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
8. Management Information Systems, James A. Obrein, Tata McGraw-Hill .
9. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.
10. Cases in MIS, Mahapartra, PHI.
11. Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA24EPC105) MANAGERIAL ECONOMICS

COURSE OBJECTIVE:
The objective of this course are to:

- Understand the relevance of economics in business management- This will enable the students to study application of economic principles and methodologies to make managerial decisions.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

CO 1: Understand the relationship of Managerial economics with other functional areas.
CO 2: Learn the techniques and methods to predict the demand scientifically.
CO 3: Ascertain production levels and analyze the relationship of Cost-Volume Profit.
CO 4: Make informed decisions on price fixation under various market structures and economic scenarios.
CO 5: Understand the concepts of inflation and business cycles

UNIT I: (12 Periods)
Introduction to Managerial and Behavioral Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Introduction to Behavioral Economics- Definition and scope of behavioral economics, Comparison with traditional economics. Managerial theories of firm, Behavioral theories of firm. The roles and responsibilities of managerial economist

UNIT II: (12 Periods)
Theory of Demand: Demand Analysis – Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques.

UNIT III: (13 Periods)
Production Analysis: Production function, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Economies of scale, Cost concepts - cost-output relationship in the short run and long run, Average cost curves – Managerial uses Break Even Analysis.

UNIT IV: (11 Periods)
Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products

UNIT V: (12 Periods)
Inflation and Business Cycles:-Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation - Anti-Inflationary methods - Definition and characteristics of business cycles-phases of business cycle - steps to avoid business cycle. Latest Union Budget

Total Periods: 60

TEXT BOOKS:

1. Mehta, P.L.(2016), Managerial Economics -Analysis, Problems ,Cases , 21st Edition Sultan Chand &Sons.

2. Gupta (2011), Managerial Economics, 2nd Edition, TMH
3. "Managerial Economics (2021)S, 7th Edition" by Paul G. Keat, Philip K.Y. Young, and Stephen Erfle.

REFERENCES:

1. Managerial Economics, D.N.Dwivedi, Eighth Edition, Vikas Publications
2. Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham
3. Managerial Economics, Suma Damodaran, Oxford.
4. Macro Economics by MN Jhingan-Oxford
5. Managerial Economics- Dr.DM.Mithani-Himalaya Publishers
6. Managerial Economics-Dr. H.L Ahuja-S.Chand and Com pvt ltd, NewDelhi
7. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava- Oxford University press.
8. Managerial Economics by Hirschey- Cengage Learning

I Year MBA– I Semester

L	T	P	C
4	0	0	4

(BA24EPC106) STATISTICS FOR MANAGERS

COURSE OBJECTIVES:
The objective of this course are to:
- Familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Understand statistical techniques popularly used to describe the data in managerial decision making.
- **CO 2:** Know the procedure involved in inferential statistics and appropriate tests for given data.
- **CO 3:** Develop computational skills and interpret the results of data analysis effectively.
- **CO 4:** Analyze and differentiate various types of data distributions and their probability distributions.
- **CO 5:** Gain the ability to analyze and apply correlation and regression techniques

UNIT I: (12 Periods)
Introduction of Statistics: Nature & Significance of Statistics to Business, collection and presentation of data, Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

UNIT II: (13 Periods)
Probability and Random variables: Basic concepts of probability, Addition and multiplication laws, Conditional probability, Baye's Rule. Discrete and Continuous random variables, expectations and properties.

UNIT III: (11 Periods)
Probability Distributions: Binominal, Poisson, Uniform, Normal distributions and their applications in Business management.

UNIT IV: (12 Periods)
Statistical Inference: Hypothesis testing: One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chi-square test.

UNIT V: (12 Periods)
Correlation: Curve Fitting: Fitting of a Straight Line and Parabola, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients Rank Correlation - Multiple linear regressions.

Total Periods: 60

TEXT BOOKS:
1. Statistical Methods, Gupta S.P., S.Chand. Publications REFERENCES:
2. Statistics for Management, Richard I Levin, David S.Rubin, Pearson,

REFERENCES:

1. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd
2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
3. Statistics for Management, P.N.Arora, S.Arora, S.Chand
4. Statistics for Management, Lerin, Pearson Company, New Delhi.

I Year MBA– I Semester

L	T	P	C
0	1	2	2

(BA24ESC101) BUSINESS COMMUNICATION SKILLS LAB

COURSE OBJECTIVE:
The objective of this course are to:
- Enable students understand how to write business letters and improve Written Communication

COURSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Master the techniques of business writing
- **CO 2:** Develop skills in writing effective business correspondence, including letters, memos, and circulars, through practical exercises.
- **CO 3:** Enhance their interpersonal skills through group discussions, negotiation, conflict resolution, mediation, teamwork, and emotional intelligence.
- **CO 4:** Learn to structure and write effective business reports and proposals by understanding the components and steps involved.
- **CO 5:** Gain expertise in career building, create effective electronic and video resumes, and develop interview skills to market themselves successfully.

UNIT I:
Business Writing: Introduction, Direct and Indirect Approach to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

UNIT II:
Business Correspondence: Writing Effective Letters, Memos & Circulars. Practice Exercises.

UNIT III:
Interpersonal Skills: Group Discussions on Skills. Negotiation Skills, Conflict Resolution, Mediation, Team Work, Emotional Intelligence.

UNIT IV:
Business Reports and Proposals: Parts of a Report, Steps in writing an effective Business Report & Writing an effective Business Proposal.

UNIT V:
Careers and Resumes: Introduction, Career Building, Electronic and Video Resumes and Write your resume to market yourself, Interview Skills.

TEXT BOOKS:
1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford.
2. Lesikar: Basic Business Communication, TMH.

REFERENCES:
1. Stephen Bailey, Academic Writing for International Students of Business, Routledge.
2. David Irwin: Effective Business Communications, Viva-Thorogood.
3. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons,
4. SaileshSengupta, Business and Managerial Communications, PHI.

I Year MBA– I Semester

L	T	P	C
0	1	2	2

(BA24ESC102) INFORMATION TECHNOLOGY LAB

COURSE OBJECTIVE:
The objective of this course are to:
- Make the student familiarize in information technology and their applications to business processes.

CORSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Understand the fundamentals of IT
- **CO 2:** Learn about database management systems,
- **CO 3:** Gain proficiency in MS Office applications,
- **CO 4:** Grasp data communication concepts, types of networks, communications media, and the functions and services of the Internet, Intranet, and Extranets.
- **CO 5:** Explore emerging IT trends, including Robotic Process Automation, ERP packages, cyber security, big data, cloud computing, and augmented and virtual reality.

UNIT I:
Fundamentals of IT: Components of a system- Meaning and nature – Role of IT in various sectors- Information technology management- Strategies for gaining IT advantage. Historical Overview of IT Evolution

UNIT II:
Database Management Systems: Introduction to DBMS- Applications to data base-concepts, data access methods –Types of data processing-data base languages

UNIT III:
Understanding Ms-Office: MS-Word- MS-Excel-Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint - Creating Effectiveness presentations

UNIT IV:
Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

UNIT V:
Emerging Trends in IT: Introduction to SAP, IP addresses, IP protocol(need to remove have to ADD (Robotic Process Automation) , various ERP packages, Cyber security -Introduction to big data-cloud computing, Augmented and Virtual Reality.

TEXT BOOKS:
1. Alexis Leon, & Mathews Leon, Fundamentals of Information Technology, 2nd Edition - Vikas.

REFERENCES:
1. Basics of Computer Sciencs, Behrouz Forouzan, Firoz Mosharraf, Cengage.
2. Information Technology for Management, Ramesh Behi, McGraw Hill.
3. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
4. V.Rajaraman, Introduction to Information Technology, Prentice Hall India.
5. Information Technology and theory Aksoy, Cengage Learnings.

6. Foundations of IT, Dhiraj Sharma, Excel Books.
7. MS Office 2000 for every one, Sanjay Saxena – Vikas

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC201) BUSINESS RESEARCH METHODS

COURSE OBJECTIVES:
The objective of this course are to:
- Introduce business research, types and technology used in business research.
- Explain in detail on research process involved in business research.
- Discuss sources of data and instruments to collect data
- Provide knowledge on analysis and interpretation of outcome of the data in a scientific way.
- Provide knowledge on descriptive and inferential statistical analysis.
- Impart competence skills to undertake business research problem and carryout scientific research.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Learn types of business research, technology used in business research in technological era.
- **CO 2:** Identify research problem, appropriate research design and sample design for the problem, formulate hypothesis, testing process of hypothesis.
- **CO 3:** Understand sources of data, instruments to collect data, analyse and interpretation of data.
- **CO 4:** Learn data analysis techniques
- **CO 5:** Prepare and present the research report effectively and efficiently.

***Standard Statistical tables shall be allowed in the examination**

UNIT I: (12 Periods)
Introduction to Business Research: Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Technologies used in Business Research: Various software programs used in Business Research, Criteria for good research, and Ethics in research, Role of Business Research in Managerial Decisions.

UNIT II: (11 Periods)
The Research Process: Steps in Research**,** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis- The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study, Measurement: Types of Scales Scaling Techniques- Reliability and Validity - Sampling and Methods of sampling.

UNIT III: (13 Periods)
Data Collection: Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

UNIT IV: (13 Periods)
Data Analysis: Data Processing- Editing-Coding- Tabulation- Classification of Pictorial and Graphical Representation of Data**-**An overview of Descriptive, Associational and Inferential-Statistical Measures.

UNIT V: **(11 Periods)**

The Research Report: Research Reports- Types, Objectives, Importance of Reports, Components-First Section –Body of the Reports-Last Section-REFERENCES, Bibliography-Glossary and Appendices - Guidelines for Preparing a Good Research Report Oral Presentation- The Presentation and Handling Questions.

Total Periods: 60

TEXT BOOKS:

1. C.R. Kothari (2019), Research Methodology – Methods & Techniques, Vishwap rakashan.
2. Uma Sekaran (2013), Research Methods for Business–A Skill Building Approach, John Wiley & Sons (Asia) Pte.Ltd, Singapore.

REFERENCES:

1. Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e, Tata McGraw-Hill Publishing Company Limited.
2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
3. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill
4. Research Methodology in Management, Michael, V.P., Himalaya Publishing House

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC202) FINANCIAL MANAGEMENT

COURSE OBJECTIVES:
The objective of this course are to:
- Explain the importance of finance function and goals of financial managers.
- Impart decision making skills in acquiring, allocating and utilizing the funds of accompany.
- Educate on corporate structures and corporate governance.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Learn the roles and goals of finance managerial corporate structure business.
- **CO 2:** Acquire decision making skills regarding financing, investing, and corporate structuring in the present competitive business environment.
- **CO 3:** Analyse the impact of capital structure on wealth maximization of owners and value of the company.
- **CO 4:** Manage current assets and current liabilities of the company Nan effective nd efficient way.
- **CO 5:** Analyze the determinants of dividend policy, understand major forms of dividends, and evaluate various dividend theories

*** Standard Discounting Table and Annuity tables shall be allowed in the examination**

UNIT I: (12 Periods)
Introduction to Financial Management: Nature, Scope and objectives of financial management. Importance of Finance function– Goals of Finance function; Profit Vs Wealth maximization– The role in the contemporary scenario.

UNIT II: (11 Periods)
The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods– Traditional and DCF methods.

UNIT III: (13 Periods)
The Financing Decision: Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital – Component Costs and Weighted Average Cost. Theories of capital structure.

UNIT IV: (13 Periods)
Introduction to Working Capital: Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Estimated, sources of working capital, Management of current assets-Cash, Receivables and Inventory

UNIT V: (11Periods)
The Dividend Decision: Determinants of dividend policy, Major forms of Dividends, Theories of dividend - Walter - Gordon - MM Model – Linter's Model.

Total Periods: 60

TEXT BOOKS:
1. V.K.Bhalla (2014), Financial management, S.Chand
2. I.M.Pandy (2015). Financial management, 11th Edition, Vikas Publishers.

REFERENCES:

1. Brealey, Myers, Allen and Mohanty, Principles of Fin Management, Tata Mc Grawhill, ND
2. Pandey IM - Financial Management, Vikas, New Delhi.
3. JC Varshney, Financial Management, Wisdom, Delhi.
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi.
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi.
6. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois.
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC203) HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

The objective of this course are to:

- Provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

- **CO 1:** Know the nature, scope, functions, roles, goals, strategies and policies of HR management.
- **CO 2:** Learn to design and develop HR planning related aspects.
- **CO 3:** Acquires knowledge on administration of monetary and non-monetary benefits for the employees in the organization.
- **CO 4:** Understand human resource development through training and development, performance appraisal, career planning, and succession planning processes within organizations.
- **CO 5:** Learn recent trends in the human resource function and to balance the work life in the present dynamic work environment.

UNIT I: (10 Periods)

Introduction: Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.

UNIT II: (12 Periods)

Designing and Developing HR systems: Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, E- Recruitment & Selection, Placement, Promotion & Transfer.

UNIT III: (13 Periods)

Compensation Management: Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non-monetary benefits.

UNIT IV: (13 Periods)

Human Resource Development: Training and Development, Performance Appraisal & Career Planning and Development, Succession planning process in organization.

UNIT V: (12 Periods)

Recent Trends and Technology in HRM: Outsourcing, Work Life Balance, Metrics and HR Analytics, Role of Artificial Intelligence in HR.

Total Periods: 60

TEXT BOOKS:

1. P. Subbarao (2010), Personnal and Human Resource Management – Text and cases, Himalaya.
2. Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright (2006), Human Resource Management, 5th Edition, Tata McGraw Hill.

REFERENCES

1. Human Resource Management, Aswathappa, 4th Edition, TMH 2006
2. Human Resource Mangement, Ian Beard well & Len Holden-Macmillan India Ltd.
3. Managing Human Resources: Productivity, quality of work life, profits- Wayne F.
4. Cascio TMH.
5. Strategies HRM by Rajeev Lochan Dhar, Excel Books.
6. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.
7. Rao TV, Pereira DP, Recent Experiences in Human Resource Development.

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC204) MARKETING MANAGEMENT

COURSE OBJECTIVE:
The objective of this course are to:

- Have the basic concepts of marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3rd and 4th semester in the stream of Marketing.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

CO 1: Understand the concepts of marketing and marketing strategies suitable for different products under different market environments.
CO 2: Analyze consumer markets so as total global markets for the products.
CO 3: Learn the designing managing, creating & communicating value to the business in digitalized market environment.
CO 4: Manage and designee the logistics for retailing and wholesaling as well as

UNIT I: (12 Periods)
Understanding Marketing Management: Defining Marketing for the New Realities, Modern Marketing concepts, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Collecting Information and Forecasting Demand, Conducting Marketing research.

UNIT II: (11 Periods)
Connecting with Customers & Building Strong Brands: Analyzing Consumer Markets, Analyzing Business Markets, Tapping into global markets, Identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.

UNIT III: (13 Periods)
Creating & Communicating Value:-Setting product strategy, Designing & managing services, Introducing new market offerings. Developing & pricing strategies &programmers'. Designing & Managing Integrated Marketing Communications, Managing Mass Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Managing Personal Communications Direct and Database Marketing, Personal Selling and Publicity.

UNIT IV: (12 Periods)
Delivering Value:-Designing and Managing Integrated Marketing Channels, Managing Retailing, wholesaling and logistics, Managing a Holistic Marketing Organization for the Long Run, E-tailing.

UNIT V: (12 Periods)
Sales Management:- Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organizations, Theories of selling, sales strategies, Modern selling.

Total Periods: 60

TEXT BOOKS:

1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 15th edition , Pearson.

REFERENCES:

1. Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mcdaniel, Cengage .
2. Marketing Asian Edition Paul Baines Chris Fill Kelly page, Oxford.
3. Marketing Management 22e, Arun Kuar, Menakshi, Vikas publishing.
4. Marketing in India, Text and Cases, S.Neelamegham, Vikas .
5. Marketing Management, Rajan Saxena, TMH.
6. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin.
7. Case Studies in Marketing, The Indian Context, Srinivasan, PHI.
8. Marketing Management, V.S. Ramaswamy and S. Namakumari, McMillan.
9. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.
10. Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC205) OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The objective of this course are to:

- Understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

CO 1: Understand the concept of Production and Operations Management.
CO 2: Construct and interpret simple control charts for both continuous and discrete data.
CO 3: Gain knowledge on the quality philosophies and principles of deming, Jurn, six sigma and to become acquainted with the International Organization for Standardization's ISO9000:2000requirements.
CO 4: Learn different types of inventory that firm's use and their role in value analysis
CO 5: Familiarize with inventory concepts to support the development of useful quantitative models for inventory management.

UNIT I: (13 Periods)

Introduction: Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today. Product and Process Design - Product and Process Development, Manufacturing Process Technology.

UNIT II: (11 Periods)

Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Group Technology: Aggregate Planning - Preparation of Aggregate Demand Forecast, Specification of Organizational Policies For Smoothing, Capacity Utilization, Determination of feasible Production Alternatives

UNIT III: (12 Periods)

Scheduling: Scheduling in Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling in Mass, Line of Balance, Methods of Production Control World class production

UNIT IV: (11 Periods)

Work Study & Quality Management: Method Study, Work measurement, Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes, Quality Management Techniques.

UNIT V: (13 Periods)

Materials Management: Introduction, Objectives, Importance of Materials Management-Issues in Materials Management – Functions – Activities –Selection of Materials-Advantages of Materials Management, Techniques of Material management.

Total Periods: 60

TEXT BOOKS:

1. Aswathappa K (2015), Production and Operation Management, Himalaya Publishing House

REFERENCES:

1. Operations Management and control, Biswajit Banerjee-S.Chand.
2. Production and Operations Management –Dr.K.C.Arora, 2nd Edition- University Science Press.
3. Production and Operations Management, R. Panneerselvam: PHI Learning Private Ltd.
4. Production Management , Mart and T Telsang-S.Chand
5. Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin, Wiley..
6. Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi.
7. Operations Management, Mahadevan, Pearson Education, New Delhi.
8. Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books.

I Year MBA– II Semester

L	T	P	C
4	0	0	4

(BA24EPC206) OPERATIONS RESEARCH

COURSE OBJECTIVE:
The objective of this course are to:
- Provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:
- **CO 1:** Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods.
- **CO 2:** Learn different optimizing solutions for various business problems using appropriate modeling techniques.
- **CO 3:** Apply Johnson's Algorithm for job sequencing across various machines, including problems with multiple machines and jobs.
- **CO 4:** Learn the concepts of Game Theory, including two-person zero-sum games, pure and mixed strategies, and the significance of game theory in managerial applications.
- **CO 5:** Apply CPM and PERT techniques for effective project planning and control, including rules for drawing network diagrams.

UNIT I: (13 Periods)
Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method.

UNIT II: (11 Periods)
Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

UNIT III: (12 Periods)
Sequencing: Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, two jobs and m Machines Problems.

UNIT IV: (11 Periods)
Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

UNIT V: (13 Periods)
Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control

Total Periods: 60

TEXT BOOKS:
1. Operations Research / S.D.Sharma - Kedarnath
2. Operations Research /A.M.Natarajan, P.Balasubramani, A.Tamilarasi / Pearson Education.

REFERENCES:

1. Introduction to O.R/Hiller & Libermann (TMH).
2. Operations Research: Methods & Problems / Maurice Saseini, ArhurYaspan & Lawrence Friedman. Pearson
3. Quantitative Analysis For Management/ Barry Render, Ralph M. Stair, Jr and Michael E. Hanna/
4. Operations Research / R.Pannerselvam, PHI Publications.

I Year MBA– II Semester

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(BA24EGE201) DIGITAL MARKETING AND SOCIAL MEDIA STRATEGY

COURSE OBJECTIVES:

The objective of this course are to:

- Equip students with the foundational knowledge and practical skills needed to design, implement, and evaluate effective digital marketing and social media strategies.
- Develop an understanding of the digital landscape, strategic use of social media platforms, and the integration of digital marketing techniques to achieve organizational goals.

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

- **CO 1:** Analyze and apply digital marketing strategies to enhance brand visibility and engagement.
- **CO 2:** Develop and execute social media campaigns tailored to specific target audiences.
- **CO 3:** Evaluate the effectiveness of digital marketing and social media efforts using analytics tools.
- **CO 4:** Understand the legal and ethical considerations in digital marketing.
- **CO 5:** Integrate digital marketing strategies with traditional marketing methods for a cohesive approach.

UNIT I: (06 Periods)

Introduction to Digital Marketing: Overview of Digital Marketing-Digital Marketing Channels and Tools-The Role of Digital Marketing in Modern Business-Trends and Innovations in Digital Marketing

UNIT II: (06 Periods)

Social Media Marketing: Overview of Major Social Media Platforms (Face book, Twitter, LinkedIn, Instagram, etc.)-Creating Effective Social Media Campaigns-Content Creation and Management-Social Media Advertising and Promotion

UNIT III: (06 Periods)

Digital Analytics and Metrics: Introduction to Web Analytics-Key Performance Indicators (KPIs) and Metrics-Tools for Measuring Digital Marketing Success (Google Analytics, etc.)-Interpreting and Using Data to Make Informed Decisions

UNIT IV: (05 Periods)

Search Engine Optimization (SEO) and Search Engine Marketing (SEM): Fundamentals of SEO-Keyword Research and Optimization-On-Page and Off-Page SEO Techniques-Introduction to SEM and Paid Search Advertising

UNIT V: (07Periods)

Legal and Ethical Issues in Digital Marketing: Data Privacy and Protection-Ethical Considerations in Digital Advertising-Legal Regulations and Compliance-Managing Online Reputation.

Total Periods: 30

TEXT BOOKS:

1. "Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis-Chadwick

2. Social Media Marketing: A Strategic Approach" by Melissa Barker, Donald I. Barker, and others
3. "Digital Analytics 101: Your Shortcut to Marketing Analytics" by Kevin Hartman
4. "SEO 2024: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke
5. "Digital Marketing Law: A Guide to Compliance and Best Practice" by W. David and Jennifer S. Davis

REFERENCES:

1. "Principles of Digital Marketing" by Alan Charlesworth
2. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick
3. "Search Engine Optimization (SEO) Secrets" by Danny Dover and Erik Dafforn
4. Measuring Marketing: 103 Key Metrics Every Marketer Needs" by John Davis
5. "Marketing Ethics and Society" by Lynne Eagle and Stephan Dahl

I Year MBA– II Semester

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(BA24EGE202) E-BUSINESS

COURSE OBJECTIVE:
The objective of this course are to:

- Impart undertaking of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

CO 1: Understand electronic business and related concepts in detail.
CO 2: Identify security threats in e-business and steps, methods to overcome security issues.
CO 3: Understand various electronic payment systems and business models in the current technology-driven business world.
CO 4: Explore e-business applications and strategies
CO 5: Gain knowledge of e-business infrastructure and E-Marketing

UNIT I: **(07 Periods)**
Introduction to e-business: Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, and electronic data interchange process.

UNIT II: **(05 Periods)**
Security threats to e-business: Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks: HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.

UNIT III: **(06 Periods)**
Electronic payment system: Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.

UNIT IV: **(06 Periods)**
E-business applications and strategies: Business mols & revenue models over internet, emerging trends in e-business e - governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.

UNIT V: **(06 Periods)**
E –business infrastructure and e- marketing: Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.

Total Periods: 30

TEXT BOOKS:

1. Dave chaffey: e-business & e-commerce management- Pearson.
2. e- commerce- e-business: Dr.C.S.Rayudu, Himalaya.

REFERENCES:

1. Whitley, David (2000), e-commerce strategy, Technologies and applications.TMH.
2. Schneider Gary.
3. Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999), e- commerce, The cutting edge of business, TMH Publishing company

I Year MBA– II Semester

L	T	P	C
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(BA24EGE203) INDUSTRY 4.0 AND INNOVATION

COURSE OBJECTIVES:

The objective of this course are to:

- Provide an overview of industry 4.0 and technology based innovations.
- Align the theory and concepts with Industrial application of computers
- Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things.
- Discuss and demonstrate the applications and tools of Industry 4.0.
- Impart knowledge on innovation types, stages of innovation process, and competitive advantage

COURSE OUTCOMES:

After successful completion of the course, students will be able to:

- **CO 1:** Understand the basic concepts of Industry 4.0 and new technologies in decision making
- **CO 2:** Outline the features of Artificial Intelligence and application domains
- **CO 3:** Summarize the Big data domain stack and Internet of Things
- **CO 4:** Identify the applications and Tools of Industry4.0
- **CO 5:** Learn and think innovative ideas based on technology
- **CO 6:** Apply the knowledge in various industries based on technology to take effective and efficient managerial decision.

UNIT I: (06 Periods)

Industry 4.0: Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles -Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things- Cyber Security – Cloud – Augmented Reality – Mixed Reality.

UNIT II: (06 Periods)

Artificial Intelligence: Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI -Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI - Challenges of AI.

UNIT III: (06 Periods)

Big Data and IOT: Data: Terminologies - Big Data Definitions - Essential of Big Data in Industry4.0 - Big Data Merits and Advantages - Big Data Components : Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms; Internet of Things (IoT) :
Introduction to IoT - Architecture of IoT - Technologies for IoT - Security in IoT.

UNIT IV: (07 Periods)

Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defence – Agriculture – Transportation and Logistics –
Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics,
Virtual Reality, Augmented Reality, IoT, Robotics.

UNIT V: (05 Periods)

Innovation: Meaning - Stages of Innovation Life cycle – Types of Innovations - Innovation as a knowledge-based process – Innovation and competitive advantage.

Total Periods: 30

TEXT BOOKS:

1. Managing Innovation -,By Joe Tidd, John Bessant & et.al., Wiley India Publishers, New Delhi, Third Edition.
2. Introduction to Industry 4.0 and Industrial Internet of Things by Prof.SudipMisra, IIT Kharagpur.

I Year MBA– II Semester

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(BA24ESC201) BUSINESS ANALYTICS LAB

COURSE OBJECTIVE:
The objective of this course are to:

- Explain the procedure in creation of company, ledger accounts and to explore, present financial statements of an business organization
- Give knowledge on using of various financial tools to take long term investment decision
- Demonstrate the process of storing, retrieving hedata relating to employees, dealers, customers and consumers in an effective and efficient way
- Impart the knowledge on Systems and MIS and process of designing the MIS in an organization.

COURSE OUTCOMES:
After successful completion of the course, students will be able to:

CO 1: Demonstrate the creation of company, ledger accounts, explore and export financial statements
CO 2: Exhibit the calculation of cost of capital and discounting factor techniques in longterm investment decision.
CO 3: Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria.
CO 4: Present the datain the form of pivot tables, graphs and charts in effective and efficient way
CO 5: Understand information system in the organization, design of MIS and also internet and the tools used in Internet.

UNIT I:
Accounting- Introduction to Tally ERP 9, Importance of Tally ERP 9- Company creation, Preparation of Ledger, Posting Trial Balance, Profit and Loss Account, Balance Sheet (Sole Traders).

UNIT II:
Finance:- Introduction to Advanced Excel, Using Advanced Excel-Capital Budgeting decisions, Calculations of NPV, IRR, Profitable Index, preparation of budgets- cash, sales, purchases and expenditure, Calculation of cost of capital.

UNIT III:
Marketing:- Storing and Retrieving data on customers, sales, dealers, products and geographical areas(Tables and graphs), Introduction to SPSS, Applications of SPSS.

UNIT IV:
Human Resource Management:- Employees database and Salary Administration, Introduction to R Programming.

UNIT V:
Systems:- Understanding Information Systems, Design of MIS, Internet and Internet tools, V-Lookup, H-Lookup and PIVOT table.

Note:- The programmes must be taught to the students using MS Excel, Access, PowerPoint and Accounting packages. SPSS and R programming

REFERENCES:

1. Ms Office-Sanjay Saxena
2. Ms Office Excel-Frye, PHI publications
3. Ms Office Access- Step by step, PHI publications
4. Reading material on accounting packages.
5. SPSS User manual
6. R programming user manual.