



KSRM

COLLEGE OF ENGINEERING

(UGC - Autonomous)

Kadapa, Andhra Pradesh, India- 516 005

Approved by AICTE, New Delhi & Affiliated to JNTUA, Ananthapuramu.

Accredited by NAAC with A+ Grade and B.Tech. - EEE, ECE, CSE, CE & ME programs by NBA.

ACADEMIC REGULATIONS (R25MBA) COURSE STRUCTURE AND SYLLABI

Effective for the students admitted into 1st year
from the academic year 2025 -2026 onwards

Master of Business Administration (MBA) **(Regular, Full-time)**



**VISION AND MISSION
OF
K.S.R.M. COLLEGE OF ENGINEERING**

VISION:

To evolve as a centre of repute for providing quality academic programs amalgamated with creative learning and research excellence to produce graduates with leadership qualities, ethical and human values to serve the nation.

MISSION:

- M1.** Provide high quality education with enriched curriculum blended with impactful Teaching-Learning practices.
- M2.** Promote Research, Entrepreneurship and Innovation through industry collaborations.
- M3.** Produce highly competent professional leaders for contributing to socio-economic development of the region and the nation.

VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES

VISION:

To emerge as a recognized center of excellence for management education, fostering creative learning and research excellence to produce ethical leaders with an entrepreneurial mindset, dedicated to applying management principles for sustainable solutions that uphold human values and contribute to national development.

MISSION:

- M1.** Delivering management education by integrating innovative pedagogy, cutting-edge research, and competent faculty.
- M2.** Developing future competent and ethical leaders with operational expertise through value-based education and experiential learning to address complex business challenges.
- M3.** Fostering research-oriented, dynamic & conducive learning environment via team spirit, effective communication, and win-win approaches to achieve organizational excellence.
- M4.** Cultivating critical thinking, innovation, and entrepreneurial skills through business simulations and startup cells to develop sustainable solutions for national/ global business challenges.

PROGRAM EDUCATIONAL OBJECTIVES
OF
MASTER OF BUSINESS ADMINISTRATION

- PEO1.** Facilitate students to apply contemporary management practices, and provide exposure to modern industry requirements to address complex challenges as a member of a domestic/global firm.
- PEO2.** To impart value-based management education and pragmatic leadership training in a dynamic learning environment that empowers students to communicate their innovative ideas collaboratively and ethically resolve complex corporate problems.
- PEO3.** Nurture the abilities among graduates to integrate the management theories into practice and establish or lead business enterprises through the blend of research and innovation for socio-economic growth.

PROGRAM OUTCOMES
OF
MASTER OF BUSINESS ADMINISTRATION

- PO1.** Apply management theories and interdisciplinary knowledge to solve real-world business challenges by formulating, demonstrating, evaluating, and synthesizing effective solutions.
- PO2.** Integrate value-based leadership competencies into decision-making by leveraging analytical and critical thinking skills.
- PO3.** Conduct rigorous research and employ advanced statistical methodologies to drive data-informed problem-solving and strategic decision-making.
- PO4.** Apply modern tools and processes across business functions, fostering innovative thinking, entrepreneurial orientation, and lifelong learning to drive organizational development.
- PO5.** Demonstrate effective communication and collaboration skills to lead and succeed in culturally diverse and technology-driven environments.
- PO6.** Cultivate adaptability to changing business landscapes, demonstrating commitment to continuous learning in entrepreneurship, sustainability and ethical practices.

**ACADEMIC REGULATIONS
R25MBA**

ACADEMIC REGULATIONS (R25MBA) FOR MBA (REGULAR, FULL-TIME)

(Effective for the students admitted into I year from the Academic Year **2025-26** onwards)

1. Eligibility for Admissions:

- 1.1 Admission into the MBA Program shall be made subject to the eligibility, qualifications, and specialization prescribed by the A.P. State Government / University from time to time.
- 1.2 Admissions shall be made based on either the marks or CGPA, or the Percentile obtained by the candidate in the relevant qualifying Examination / the merit rank obtained by the candidate in an entrance test conducted by the A.P. State Government (APICET) for MBA Programs, subject to reservations as laid down by the Govt. of A.P./APSCHE/Affiliating University from time to time.

2. Program of Study:

The M.B.A. program is offered with the approval of AICTE, APSCHE & JNTUA.

3. Award of the MBA Degree

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

- 3.1 Pursues the course of study for not less than two academic years and not more than four academic years.
- 3.2 Registers for 102 credits and secures all 102 credits.
- 3.3 Students who fail to fulfill 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 the MBA program, and their admission stands cancelled.

4. Program-related terms

Credit: A unit by which the coursework is measured. It determines the number of hours of instruction required per week. One credit is equivalent to one hour of teaching (Lecture/Tutorial) or two hours of practical work/field work per week.

Credit Definition:

1 Hr. Lecture (L) per week	1 credit
1 Hr. Tutorial (T) per week	1 credit
1 Hr. Practical (P) per week	0.5 credit

- a) **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- b) **Choice Based Credit System (CBCS):** The CBCS provides a choice for students to select from the prescribed courses.

5. **Program Pattern:**

- 5.1 The courses are designed to deliver through a blend of lectures and hands-on experiential methods, including classroom discussions, industry interactions, case analyses, individual and group projects, mid-term examinations, role plays, Simulations, Business games, and so on.
- 5.2 The total duration of the of MBA Program is two academic years.
- 5.3 Each academic year of study is divided into two semesters.
- 5.4 Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.
- 5.5 The medium of instruction of the Program (including examinations and project reports) will be in English only.
- 5.6 There shall be an Induction program for freshers before the commencement of the first semester. Physical activity, corporate exposure, ice-breaking sessions, Lectures by Industry professionals, visits to local small industries, and familiarization with prominent areas of the Institution / Department.
- 5.7 Courses like Business-related - Business Etiquettes, Time & Stress Management, Emotional intelligence & Leadership, Data analytics with R, and Tally Prime are offered as value-added courses.
- 5.8 Elective courses are offered in the Second year, where students get the opportunity to choose from a bunch of multifunctional domain courses.
- 5.9 In the First Year, MBA students shall go through a few pre-foundational and foundational courses related to the management of organizations.
- 5.10 During the first year, the student is required to undertake twelve core courses and one General elective, three skill courses with total of 56 credits - 28 credits each semester with 6 core courses (24 credits), and 2 Skill courses (4 credits) in I Semester. 6 Core courses (24 credits), 1 skill Course (2 credits), and 1 General Elective (2 credits) out of 3 choices course in II semester.
- 5.11 In the second year of the MBA, the two semesters III and IV will exist. During the year, students have the option to select dual specialization courses, subject to the rule of choosing one course from the prescribed elective tracks. (Total 46 credits – 28 credits in III semester & 18 credits in IV semester).
- 5.12 In the III semester, there shall be two Core Courses (8 credits) and 4 Specialization tracks (16 credits), each with 4 courses on various functional areas, 1 General Elective (2 credits) with three choices, 1 skill course (1 credit), and an Experiential learning project (1 credit). In IV Semester, there shall be 2 Specializations (8 credits), and 1 Project Work (10 credits).
- 5.13 In the III & IV semesters, the student shall select one course from each of the lists of Elective I, Elective II, Elective III, Elective IV, Elective V, and Elective VI. Each elective consists of 4 prescribed courses, such as one

course from every functional domain (HR, Marketing, Finance, and Systems). If the student wishes to opt for four specialization courses from only one discipline from each list of tracks, it is his/her option to be with a single specialization rather than dual.

- 5.14 Students shall undergo a mandatory group project in the III semester (ELP) and an Individual project work (4 weeks duration) during the IV semester of the final year.
- 5.15 A pool of job-oriented/domain skill courses, which are relevant to the industry, is integrated into the curriculum. There shall be 04 skill-oriented courses offered during I to III semesters.
- 5.16 The Head of the department shall assign a faculty advisor/mentor after admission to a group of students to provide guidance for courses registration / career growth / placements / opportunities for higher studies / Ph.D / other competitive exams etc.

6. Course Classification:

All subjects/courses offered for the MBA Program are broadly classified as follows:

S. No.	Broad Course Classification	Course Category	Description	Breakup of Credits (Total 102)
1.	Core Courses	Pre-foundation & Foundational Core Courses (CC)	Includes prerequisite courses and subjects related to the parent discipline.	56
2.	Elective Courses	Specialization Electives (SE)	Includes elective courses related to the parent discipline.	24
		General Elective (GE)	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	Skill Courses (SC)	Courses that focus on imparting skills to students to make them employable.	7
4.	Project	Experiential Learning Project	multifaceted assignment that serves as a group academic and intellectual experience.	1
		Project work	structured activity where students apply theoretical knowledge to solve real-world or research-based problems.	10
TOTAL				102

7. Attendance Requirements:

- 7.1 A student shall be eligible to appear for the semester-end examinations if he/she acquires i) a minimum of 50% attendance in each course and ii) 75% of attendance in aggregate of all the courses.
- 7.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee on genuine and acceptable reasons.
- 7.3 Shortage of Attendance below 65% in aggregate shall in NO CASE be condoned.
- 7.4 A stipulated fee shall be payable towards condonation of the shortage of attendance to the institution.
- 7.5 Condonation of shortage of attendance shall be granted only for genuine and valid reasons on representation by the candidate with supporting evidence.
- 7.6 Students whose attendance shortage is not condoned in any semester are not eligible to take their semester-end examination of that semester, and their registration shall stand cancelled.
- 7.7 A student will not be promoted to the next semester unless he/she satisfy the attendance requirements of the present semester. Students may seek readmission into that semester from the date of commencement of class work, when offered next.
- 7.8 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.

8. Evaluation Process

- a. The performance of a student in each semester shall be evaluated course-wise with a maximum of 100 marks for theory and 100 marks for the Skill courses. Experiential Learning Project shall be evaluated for 100 marks and Project work in the final semester shall be evaluated for 200 marks,
- b. A candidate shall be deemed to have secured the minimum academic requirement in a course if he/she 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.
- c. In case of Mandatory courses, the student should secure a minimum of 50% of marks to satisfy the minimum academic requirements. If the student fails in the exam, he/she must re-appear for the internal examination as supplementary candidate.
- d. In case the candidate does not secure the minimum pass marks in any of the courses, he/she should reappear for the Semester-end Examination as a supplementary candidate in that course.

Theory & Skill Courses

Assessment Method	Marks
Continuous Internal Assessment	40
Semester-End Examination	60
Total	100

- i) *For theory subject, the distribution shall be 40 marks for Internal Evaluation and 60 marks for the Semester-End Examination.*
- ii) *For Skill Courses, the distribution shall be 40 marks for Internal Evaluation and 60 marks for the Semester-end Examination.*

8.1. Continuous Internal Evaluation

- i) The internal evaluation for the Theory courses will be for 40 Marks. Of which, 10 Marks shall be assessed through two Objective-type assessments and 30 Marks for the subjective type through two mid-term examinations.
- ii) During the semester, there shall be two mid-term examinations. Each mid-term exam for theory courses shall be of 90 Minutes for 30 marks. There shall be 03 questions (without choice), each question for 10 Marks from the first two-and-a-half Units for Mid-I, and the last two-and-a-half units for Mid-II. Each question may have sub-questions.
- iii) Final mid-semester marks for a total of 30 shall be arrived at by considering the marks secured by the student in both the mid-examinations, with 80% weightage given to the best marks and 20% to the other. In case there is a fraction, the marks shall be rounded off to the higher integer.

For Example:

Case-1: If Marks obtained in Mid-I: 25, Marks obtained in Mid-II: 24, then

$$\text{Final Mid semester Marks: } (25 \times 0.8) + (24 \times 0.2) = 25$$

Case-2: If Marks obtained in Mid-I: 22, Marks obtained in Mid-II: 0, then

$$\text{Final Mid semester Marks: } (22 \times 0.8) + (0 \times 0.2) = 18$$

Case-3: Absent for Mid-I, Marks obtained in Mid-II: 18, then

$$\text{Final Mid semester Marks: } (0 \times 0.2) + (18 \times 0.8) = 15$$

- iv) The Objective type assessment shall be conducted on the same day of the respective Mid-Term exam. The assessment shall be done for 10 Marks with 20 Multiple Choice Questions, with 0.5 Marks for each. The duration of each assessment is 30 Minutes. The best marks out of two objective-type assessments shall be final.
- v) The sum of marks obtained through objective-type assessment and mid-term exams as detailed above, will be the final marks for continuous Internal evaluation.

8.2. Semester-End Examination Evaluation Pattern:

The Semester-End exam of Theory courses shall be held with the following pattern

- i. The question paper will be of descriptive type and is of TWO parts.
- ii. Part-A with 05 either/or type questions with ONE EITHER / OR type question from each unit (total 10 questions from Q. No. 1 to 10). Of these, the student must answer one from each of the either/OR type questions, and each shall be evaluated for 10 marks. Each question may consist of one, two, or more sub-questions.
- iii. Part B shall be a descriptive/problematic question (Q. No. 11) on a Case Study for 10 marks covering the entire syllabus.
- iv. In total, students shall answer all 06 questions for 60 marks.

8.3. Practical Laboratory subjects / Skill Courses:

- i. The Practical Laboratory / Skill course shall be evaluated for 100 marks and shall be evaluated through continuous assessments during the semester, with 40 marks for internal evaluation and 60 marks for the Semester-End Examinations.
- ii. The internal evaluation shall be done by the concerned teacher based on the continuous assessment of day-to-day performance.
- iii. The internal evaluation shall be done through a Day-to-day evaluation for 20 Marks and Internal laboratory test for 20 marks.
- iv. The day-to-day evaluation shall be done for 20 marks based on the performance of the student in carrying-out the lab exercise, viva-voce, observation/Record etc. The average of the marks obtained of all the exercises rounded to the next integer will be the marks for day-to-day evaluation.
- v. The Internal laboratory test shall be conducted with two exercises from the performed lab exercises/applications, for 10 marks each. These two exercises shall be performed in the laboratory. The evaluation shall be done based on the performance in carrying-out the lab exercise, viva-voce, report etc.

For example, in the Business Communication lab, the questions may include a letter writing, and in an Information Technology lab execution of a program on mail merge.

Note: Only one internal laboratory test shall be conducted during the last week of instruction in the semester.

Practical Laboratory / Skill Courses

Assessment Method	Marks
Continuous Internal Assessment	40
Semester End Examination	60
Total	100

The Semester-end examination shall be conducted by the examiners, with a breakup mark of

- Procedure-10 M
- Experimentation-25 M
- Results-10 M and
- Viva-Voce-15 M

The Semester-end examination shall be conducted by a committee consisting of two examiners. One examiner is the concerned teacher, and the other is a subject expert nominated by the head of the department.

- The student has 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 respective BOS chairman at the beginning of the semester.
- If a student prefers to take a certificate course offered by an 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 college.

8.4. Evaluation of Experiential Learning Project:

- There shall be an Experiential Learning Project, a Practical course with only internal evaluation of 100 marks. It is a multifaceted assignment that serves as a group academic and intellectual experience for students to have a 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 two other senior faculty members of the department.

- iv. The student has to secure a minimum of 50% of marks to be declared successful.

8.5. Evaluation of 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.

Project work shall be evaluated for 200 marks, with 100 marks for internal assessment and 100 marks for external evaluation.

A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor, and one senior faculty member from the MBA department.

- i. A candidate is permitted to register for the Project Work in the IV Semester.
- ii. Student shall do a literature survey, field work for the first 4 weeks to do a survey and gather information.
- iii. A candidate is permitted to submit a Project Thesis with the approval of PRC.
- iv. Continuous assessment of Project Work in IV semester will be monitored by the PRC.
- v. The candidate shall submit a status report of project work through seminars in TWO phases during the period of project work.
 - a) In Review-1, the student shall submit a research proposal on the title, objectives, and plan of action of his/her Project work, along with an oral presentation in consultation with his/her Project Supervisor, to the PRC.
 - b) In Review 2, the student shall submit an executive synopsis on the entire project work and give an oral presentation to the PRC.
- vi. The performance of the student in both the reviews shall be evaluated internally for 100 marks (50 marks by the concerned supervisor and 50 marks by the other 2 members of the PRC).
- vii. The internal marks shall be finalized with the average of marks in review-1 and review-2, provided the candidate secures a minimum of 50% of marks in review-2 to be declared as successful in the internal assessment. The unsuccessful students in Project Work review-2 shall reappear for it.
- viii. After approval from the PRC, a soft copy of the thesis should be submitted for an 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%.
- ix. After a successful plagiarism check, three copies of the Project Thesis, certified by the supervisor and HOD, shall be submitted to the College.
- x. The head of the department shall submit a panel of three examiners for a maximum of 20 students. The principal shall nominate an external examiner

to conduct the Project viva voce examination.

- xi. The Head of the Department shall coordinate and make arrangements for the conduct of the Project Viva-Voce examination.
- xii. The Project Viva-Voce examinations shall be conducted by a board consisting of the Supervisor, Head of the Department, and the external examiner nominated by the Principal. The Project Viva-Voce examination shall be conducted for 100 marks, and it is evaluated by the external examiner. The candidate has to secure a minimum of 50% marks in the Viva-Voce examination.
- xiii. If the student fails to fulfill the requirements as specified, he/she will reappear for the Project Viva-Voce examination only after three months. In the re-appeared examination, if he/she fails to fulfill the requirements, he/she will not be eligible for the award of the degree.

8.6. Revaluation of Semester-End Examination Scripts:

- i. Revaluation of Semester-End Examination scripts is allowed only for theory courses by paying the requisite fee.
- ii. Procedure for Revaluation: The script will be revaluated by an examiner appointed by the principal. The maximum of marks obtained in the revaluation and the first evaluation will be awarded for that course. If the deviation is more than 12 marks, the script will again be reevaluated. The highest marks out of the three evaluations will be the final marks.

9. Massive Open Online Courses (MOOCs):

A Student can do courses other than core courses through MOOCs with prior approval of the BoS Chairman/HoD.

A student shall register for the course (a Minimum of either 8 weeks or 12 weeks) offered through MOOCs with the approval of the Head of the Department. The Head of the Department shall appoint one mentor to monitor the student's progression. The student needs to earn a certificate by passing the proctored exam. The student shall submit the certificate earned by him to the HoD for the award of credits. Only the credits assigned in the curriculum will be awarded, but not the credits given by the MOOCs service provider. Examination fee for the MOOCs certification, if any, shall be borne by the student.

Students who have qualified in the proctored examinations conducted through MOOCs platform can apply for credit transfer as specified and are exempted from appearing internal as well as external examination (for the specified equivalent credit course only).

Necessary amendments in rules and regulations regarding adoption of MOOC courses would be proposed from time to time.

10. Credit Transfer Policy:

10.1 Adoption of MOOCs is essential to enable a blended mode of teaching-learning as also envisaged in the NEP 2020. As per the University Grants

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

- 10.2 The institution offers credit mobility for MOOCs and give the equivalent credit weightage to the students for the credits earned through online learning courses through NPTEL/SWAYAM platform.
- 10.3 Credit transfer policy will apply to the elective and skill courses only.
- 10.4 The online learning courses available on the NPTEL/SWAYAM platform will be considered for credit transfer. NPTEL/SWAYAM course credits are as specified in the platform.
- 10.5 Student registration for the MOOCs shall be only through the department; it will be mandatory for the student to share necessary information with the Head of the Institution.
- 10.6 The department shall select the courses to be permitted for credit transfer through NPTEL/SWAYAM. However, while selecting courses in the online platform, the department would essentially avoid the courses offered through the curriculum in the offline mode.
- 10.7 The HoD/BoS Chairman shall notify at the beginning of the semester, the list of online learning courses eligible for credit transfer in the forthcoming Semester.
- 10.8 The institution shall also ensure that the student has to completes the course and produces the course completion certificate as per the academic schedule given for the regular courses in that semester.
- 10.9 The student shall carryout the course through MOOCS under the faculty member as a Mentor assigned for each course from registration till completion of the course.
- 10.10 Student pursuing courses under MOOCs shall acquire the required credits after successful completion of the course and submitting a certificate issued by the competent authority along with the percentage of marks and grades.
- 10.11 The HoD shall submit the following to the examination section of the college:
 - (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.
- 10.12 The college academic council 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 the 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 University at least three months prior to the commencement of the semester.

11. Re-registration for Improvement of Internal Evaluation Marks:

The student has only one chance to re-register for a maximum of 03 theory courses (core/elective), provided the internal marks secured by a candidate are less than 50% in the respective courses and have failed in the semester-end examination, provided he/she satisfies the following conditions.

11.1 The candidate should have completed the coursework and obtained examination results for **I, II, and III** semesters.

11.2 The candidate should have passed all the courses for which the Internal Evaluation marks secured are more than 50%.

11.3 After the completion of coursework (I to IV Semesters), the student is permitted to register and improve his / her internal marks for the courses chosen.

11.4 The candidate has to re-register for the chosen courses and fulfill the academic requirements.

11.5 For re-registration, the candidates have to apply by paying the requisite fees and get approval from the Head of the Institution before the start of the semester in which re-registration is required.

11.6 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks, as well as the Semester-end Examinations marks secured in the previous attempt(s) for the re-registered courses, stand cancelled.

12. Academic Bank of Credits (ABC):

The institution implements the Academic Bank of Credits (ABC) to promote flexibility in the curriculum as per NEP 2020, to

- i. Provide the option of mobility for learners across the universities of their choice
- ii. Provide an option to gain the credits through MOOCs from approved digital platforms.
- iii. Facilitate the award of a diploma/degree in line with the accumulated credits in ABC.
- iv. Execute a Multiple Entry and Multiple Exit system with credit count, credit transfer, and credit acceptance from students' accounts.

13. Grading:

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.

Structure for Grading of Academic Performance

The range in which the marks in the subject fall	Grade	Grade points Assigned	Remark
90 & above	S (Outstanding)	10	Pass
80 – 89	A (Excellent)	9	Pass
70 – 79	B (Very Good)	8	Pass
60 – 69	C (Good)	7	Pass
50 – 59	D (Pass)	6	Pass
< 50	F (Fail)	0	Fail
-	Ab (Absent)	0	Absent for Semester-End Exam
-	W	0	Result withheld

- i) 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 the next supplementary examination.
- ii) Project work, which will be in the IV semester, shall be evaluated for 200 marks. The marks obtained will be converted to a corresponding letter as given below, depending on the range in which the marks obtained by the student fall.

iii) **Structure for Grading of Project Work Performance**

The range in which the marks in the IV Sem Project work fall	Grade	Grade points Assigned
Above 180	S (Outstanding)	10
160 – 179	A (Excellent)	9
140 – 159	B (Very Good)	8
120 – 139	C (Good)	7
100 – 119	D (Pass)	6
< 100	F (Fail)	0
Absent	Ab (Absent)	0

iv) **Computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):**

The Semester Grade Point Average (SGPA) is the ratio of the sum of the product of the number of credits with the grade point 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.,

$$SGPA = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

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

The Cumulative Grade Point Average (CGPA) will be computed in the same manner, considering all the courses undergone by a student over all the semesters of a program, i.e.,

$$CGPA = \frac{\sum(TC_i \times S_i)}{\sum TC_i}$$

Where " S_i " is the SGPA of the i^{th} semester and TC_i is the total number of credits up to that semester.

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

While computing the SGPA, the subjects 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 given course. Grades are denoted by the letters S, A, B, C, D, and F.

14. Award of Class:

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of the MBA Degree, he/she shall be placed in one of the following four classes:

Class Awarded	CGPA Secured
First Class with Distinction	≥ 7.5
First Class	$\geq 6.5 < 7.5$
Second Class	$\geq 5.5 < 6.5$
Pass Class	$\geq 5.0 < 5.5$

CGPA to Percentage conversion Formula – $(CGPA - 0.5) \times 10$

15. Exit Policy:

- The student shall be permitted to exit with a PG Diploma certificate based on his/her request to the Institution through the Head of the department at the end of the first year, subject to passing all the courses in the 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 the State government.

16. Withholding of Results:

If the candidate has any case of indiscipline pending against him, the result of

the candidate shall be withheld, and he will not be allowed/promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

17. Transitory Regulations:

Discontinued, detained, or failed candidates are eligible for re-admission 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 re-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 attendance requirements and they will follow the academic regulations into which they are readmitted.

18. Student Transfers:

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

19. General:

- i. The academic regulations should be read as a whole for any interpretation.
- ii. Malpractice rules-nature and punishments are appended.
- iii. Where the words "he", "him", "his" occur in the regulations, they also 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 Vice-Chancellor/Head of the Institution is final.

Malpractice Norms / Punishments - Students

The following acts are considered malpractices during examinations and attract punishments from the institute.

Rules for Disciplinary Action for Malpractice / Improper Conduct in Examinations

S. No.	Nature of Malpractice / Improper Conduct	Punishment
1	Possesses or keeps accessible, 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 examination hall in which he is appearing but has not made use of (material shall include any marks on the body of the student which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance only in that subject.
2	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 subject.
3	Copying is detected on the basis of internal evidence, such as during valuation or during special scrutiny.	Cancellation of the performance in that subject.
4	Gives/receives assistance or guidance from any other student orally or by communicating body language.	Expulsion of both from the examination hall and cancellation of the performance only in that subject.
5	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the student is appearing.	If copied material is related to the concerned subject and if that material is related to the question paper, then expulsion from the examination hall and cancellation of the performance in that subject and all other subjects, including practical examinations and project work of that semester / year, otherwise expulsion from that subject only.
6	Enters in a drunken state to the examination hall.	Expulsion from the examination hall and cancellation of performance in all subjects of the semester / year, including practical examinations and project work.

S. No.	Nature of Malpractice / Improper Conduct	Punishment
7	Smuggles in the Answer book or takes out or arranges to send out the question paper during the examination or the answer book during or after the examination.	Expulsion from the examination hall and cancellation of performance in all subjects of the semester/year, including practical examinations and project work.
8	Any outsider or impersonator found in and or outside the examination hall.	Handing him over to the police and registering a case against him.

Appeals:

Appeals against the punishments can be made in writing to the principal, within one week after receiving the information from the examination section.

**Kandula Srinivasa Reddy Memorial College of Engineering
(Autonomous)
Kadapa – 516005, A.P.
(Approved by AICTE, Affiliated to JNTUA, Ananthapuramu,
Accredited by NAAC)
(An ISO 9001-2008, ISO 14001:2015 Certified Institution)**

**COURSE STRUCTURE
I Year MBA I - SEMESTER**

S. No.	Course Code	Course Title	Category	Hours per week			Credits
				L	T	P	
1.	251E00101	Management and Organizational Behaviour	CC	4	0	0	4
2.	251E00102	Business Environment and Law	CC	4	0	0	4
3.	251E00103	Managerial Economics	CC	4	0	0	4
4.	251E00104	Financial Accounting for Managers	CC	4	0	0	4
5.	251E00105	Statistics for Managers	CC	4	0	0	4
6.	251E00106	Management Information Systems	CC	4	0	0	4
7.	251E00107	Business Communication Lab	SC	0	1	2	2
8.	251E00108	Information Technology Lab	SC	0	1	2	2
TOTAL				24	2	4	28

I Year MBA II - SEMESTER

S. No.	Course Code	Course Title	Category	Hours per week			Credits
				L	T	P	
1.	251E00201	Financial Management	CC	4	0	0	4
2.	251E00202	Marketing Management	CC	4	0	0	4
3.	251E00203	Human Resource Management	CC	4	0	0	4
4.	251E00204	Business Research Methods	CC	4	0	0	4
5.	251E00205	Operations Research	CC	4	0	0	4
6.	251E00206	Operations Management	CC	4	0	0	4
7.	General Elective – I		GE	2	0	0	2
	251E00207a	Advanced Communication					
	251E00207b	E-Business					
	251E00207c	Industry 4.0 and Innovation					
8.	251E00208	Data Analytics Lab	SC	0	1	2	2
TOTAL				26	1	2	28

DETAILED SYLLABUS

251E00101	MBA I-SEMESTER MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CEO1. To impart basic conceptual knowledge on Management theories and Practices.
- CEO2. To comprehend and learn various management functions like planning, organizing, staffing, directing, and controlling for effective organizational goal accomplishment.
- CEO3. To understand various decision-making techniques for organizational effectiveness.
- CEO4. To examine and understand organizational behavior theories, attitudes, personality, and motivational concepts in organizations.
- CEO5. To equip students with the knowledge and skills to understand and influence organizational culture, lead change initiatives, and manage workplace stress effectively.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand Management concepts, theories, and practices.
- CO2. Develop skills to implement management functions and decision-making for organizational effectiveness.
- CO3. Apply theoretical knowledge in managing the organization and know the behavior of employee motivation at individual, group, and organizational levels at work workplace under different leadership styles.
- CO4. Knowledge and in-depth understanding of conflict and change management concepts contributing to organizational growth and survival.
- CO5. Examine organizational change and stress management strategies to foster a positive work culture.

SYLLABUS

UNIT- I: FUNDAMENTALS OF MANAGEMENT

(12 Periods)

Role of Management – Concept – Significance – Functions – Principles of Management -Managers at workplace, Roles, levels of management, Differences between Management & Administration- Patterns of Management: Scientific – Behavioral – Systems – Contingency. Corporate social responsibility.

UNIT- II: MANAGEMENT FUNCTIONS

(12 Periods)

Planning – Process – Problems– Making It Effective, Organizing Process – Departmentation Types – Making Organizing Effective – chain of command-Span of control, Organization structures -Modern organization designs, Staffing-Meaning, Importance, Process – Directing- Elements of directing, Decision Making -process, Types of decisions, process, problems- Controlling – Process – Techniques – Making Controlling Effective.

UNIT- III: INDIVIDUAL BEHAVIOR & MOTIVATION**(12 Periods)**

Individual Behavior & Motivation – Understanding Individual Behavior – Perception - Process–Perceptual errors- Attitude – Three Components of an Attitude - Major Job Attitudes - Job Satisfaction - Job Involvement - Psychological Empowerment - Organizational Commitment -Perceived Organizational Support - Employee Engagement. Learning- Theories – Personality- Determinants Types – Role of Johari window and Transactional Analysis in interpersonal communication. -Motivation– Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler- Job characteristics model; Redesigning job and work arrangements; Employee involvement; Flexible benefits.

UNIT- IV: GROUP DYNAMICS & LEADERSHIP**(12 Periods)**

Group Behavior & Leadership: Benefits of Groups – Types of Groups – Group Formation and Development. Leadership –Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of a good leader- Women Leadership in India. Conflict – Traditional versus Interactionist view of Conflict - Types of Conflict - The Conflict Process-Conflict resolution strategies.

UNIT- V: CULTURE, CLIMATE & CHANGE MANAGEMENT**(12 Periods)**

Organizational Culture& Climate & Change management - Organizational culture- Types of culture – Organizational Culture Vs Organizational climate - Change Management- Reasons for change- Types of Changes - Sources of Resistance to change- Managing organizational change process- Lewin’s Three-Step Model - Kotter’s Eight-Step Plan for Implementing Change-Change management strategies- Stress management- Sources of stress- Stress management strategies.

Total Periods: 60**Textbooks:**

- T1. Principles of Management, Koonz, Weirich, and Aryasri, Tata McGraw-Hill. 2016, Second Edition.
- T2. Organizational Behavior: Design, Structure, and Culture, Gupta, Wiley, Second Edition
- T3. Management and Organizational Behavior, Subbarao P, Himalaya Publishing House, 2025, Second Edition.

Reference Books:

- R1. Organizational Behavior, S.S. Khanka, S. Chand, 2016, Fourth Edition.
- R2. Organizational Behavior, Stephen P. Robbins, Pearson Education, 2023, Nineteenth Edition.
- R3. Organizational Behavior, Mishra, and M. N. Vikas, 2001, First Edition.
- R4. Management and Organizational Behavior, Pierce Gordner, Cengage. 2022, Fifth Edition.
- R5. Behavior in Organizations, Hiriappa, B., New Age Publications, First Edition.
- R6. Organizational Behavior, Sarma, Jaico Publications, 2009, First Edition.
- R7. Principles of Management, G. Murugesan, Laxmi Publications, 2017, First Edition.

Web Resources:

1. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2. https://onlinecourses.swayam2.ac.in/cec20_mg03/preview
3. https://onlinecourses.nptel.ac.in/noc20_mg58/preview
4. https://onlinecourses.nptel.ac.in/noc21_mg30/preview

251E00102	MBA I-SEMESTER	L	T	P	C
	BUSINESS ENVIRONMENT AND LAW	4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CE01.** To understand the meaning and components of the business environment.
- CE02.** Examine monetary and fiscal policies, national income analysis, export-import policy, and dumping/anti-dumping mechanisms in the economic context.
- CE03.** To introduce business law, its need, classification, and sources, learn about consideration, capacity to contract, free consent, and legality of object.
- CE04.** To study the types of companies and procedures, formation, and incorporation. examine the modes of winding up a company.
- CE05.** To understand the scope and application of the IT Act, 2000, RTI Act 2005, and GST Act, 2017, and to familiarize oneself with amendments to the IT Act, 2023.

Course Outcomes:

- CO1.** To define and explain key components of the business environment, including political, economic, social, cultural, legal, and global factors.
- CO2.** To comprehend the significance of national income, monetary and fiscal policies, and their components.
- CO3.** To understand the importance and scope of business law in commercial activities.
- CO4.** To distinguish various kinds of companies and comprehend the process of company incorporation.
- CO5.** To gain knowledge about information technology and electronic governance, and related legal provisions, amendments to the IT Act, 2023.

SYLLABUS:

UNIT- I: INTRODUCTION TO BUSINESS ENVIRONMENT (08 Periods)

Introduction to Business Environment - Meaning, Components of Business Environment - Overview of Political, Cultural, Legal, Economic, Social, and Global Environments and their Impact on Business and Strategic Decisions. Industrial policy of 1991, Liberalization, Privatization, and Globalization.

UNIT- II: MONETARY, FISCAL AND TRADE POLICY (12 Periods)

Monetary, Fiscal and Trade Policy: Monetary & Fiscal Policy, National Income, 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: CONCEPT OF BUSINESS LAW (12 Periods)

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.

UNIT- IV: COMPANIES ACT 1956**(12 Periods)**

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

UNIT- V: INFORMATION TECHNOLOGY ACT 2000**(12 Periods)**

Information Technology Act, 2000: Scope and Application of IT Act, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers- Right to Information Act 2005 –GST Act 2017, Amendments in IT Act 2023.

Total Periods: 56**Textbooks:**

- T1. Essentials of Business Environment, K. Aswathappa, Himalaya Publishers, 2025, Seventeenth Edition.
- T2. Economic Environment of Business, 7th Edition, Ahuja H.L. S. Chand, 2010, Seventh Edition.
- T3. Mercantile Law- Garg, Sareen, Sharma, Chawla, Kalyani Publishers, 2014.

Reference Books:

- R1. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi. 2024, 73rd Edition,
- R2. Business Environment – Text and Cases, Justin Paul, TMH, 2010, 3rd Edition,
- R3. Indian Economy- Misra and Puri, Himalaya, 2024, 42nd Edition,
- R4. Legal Aspects of Business, Ravinder Kumar, Cengage, 2016, 4th Edition,
- R5. A Manual of Business Laws, S. N. Maheshwari & Maheshwari, Himalaya, 2024, 8th Edition,
- R6. Business law for management, K.R. Bulchandani, Himalaya Publishing, 2022, vol.1.
- R7. Business law, R.S.N. Pillai, Bhagavathi, S. Chand, 2010.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/imb22_mg02/preview
 2. https://onlinecourses.nptel.ac.in/noc20_lw02/preview
 3. https://onlinecourses.swayam2.ac.in/cec21_mg02/preview
-

251E00103	MBA I-SEMESTER MANAGERIAL ECONOMICS	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CEO1. To make students understand and apply managerial economics theories, optimization techniques for better business decisions.
- CEO2. To analyze and apply concepts and forecasting techniques of demand to formulate solutions for real-world business issues.
- CEO3. To analyze production and cost concepts, considering the time factor, and apply to synthesize the strategies for addressing business complexities.
- CEO4. To analyze various market structures and price strategies applicable under different business scenarios for various products.
- CEO5. To assess the relation between inflation and business cycles.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1.** Understand and apply the basics of managerial economics, economic theories, principles, and optimization techniques to enhance business decision-making.
- CO2.** Analyze the logic of demand. Learn the techniques and methods to predict the demand scientifically.
- CO3.** Ascertain production functions, economies of scale, cost-output relationships, and apply break-even analysis for effective production decisions.
- CO4.** Compare the market structures of the economy and apply various suitable pricing strategies for various products in markets.
- CO5.** Understand concepts and characteristics, effects of inflation and business cycles, and propose strategies to mitigate inflation and stabilize economic fluctuations.

SYLLABUS:

UNIT- I: INTRODUCTION TO MANAGERIAL ECONOMICS (12 Periods)

Introduction to Managerial Economics: Definition, Nature, Scope, and significance, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of the managerial economist in the present corporate world. Objectives of the firm: Managerial theories of the firm, Behavioural theories of the firm, optimization techniques, and New management tools of optimization. Economic Principles: Opportunity Cost, Incremental Concept, Scarcity, Marginalism, Equi-Marginalism, Time Perspective, Discounting Principle, Risk, and Uncertainty.

UNIT- II: DEMAND AND SUPPLY**(12 Periods)**

Theory of Demand: Demand Analysis – Determinants, Demand function, Law of Demand - Elasticity of demand, Exceptions to the law of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques. Basics of Supply Analysis.

UNIT- III: PRODUCTION ANALYSIS**(12 Periods)**

Production Analysis: Production function, Isoquants and Iso costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.

UNIT- IV: MARKET STRUCTURE AND PRICING STRATEGIES**(12 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, and Loss Leader pricing. Pricing of multiple products.

UNIT- V: INFLATION AND BUSINESS CYCLES**(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.

Total Periods: 60**Textbooks:**

- T1. Managerial Economics, Dwivedi D.N., Vikas Publishers, 2024, 10th Edition.
T2. Managerial Economics, G.S. Gupta, TMH, 2011, 2nd Edition.

Reference Books:

- R1.** Managerial Economics, James L. Pappas and Eugene F. Brigham, Pearson Education, 2017, 7th Edition.
R2. Managerial Economics, Suma Damodaran, Oxford, 2010, 2nd Edition.

Web Resources:

1. https://onlinecourses.nptel.ac.in/noc21_mg90/preview
2. https://onlinecourses.nptel.ac.in/noc20_mg67/preview

251E00104	MBA I-SEMESTER FINANCIAL ACCOUNTING FOR MANAGERS	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CEO1. To introduce accounting, accounting rules, and accounting processes, and to understand fundamental accounting concepts.
- CEO2. To apply accounting processes for the preparation of financial statements.
- CEO3. To evaluate asset valuation methods.
- CEO4. To explore the meaning and interpretation of financial statements through ratio analysis.
- CEO5. To comprehend cash and fund flow statements and the analytical implications of both fund flow and cash flow statements.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Demonstrate a foundational understanding of accounting principles.
- CO2. Prepare the financial statements with accounting knowledge.
- CO3. Value the assets of the business organizations under different methods.
- CO4. Analyze and interpret the financial performance of the business organization using ratio analysis.
- CO5. Differentiate and analyse cash and fund flow statements to extract key analytical implications for decision-making.

SYLLABUS:

UNIT- I: INTRODUCTION TO ACCOUNTING (08 Periods)

Introduction to Accounting: Definition, Importance, Objectives and principles of accounting, uses of accounting and bookkeeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit. (Only theory)

UNIT- II: ACCOUNTING PROCESS (12 Periods)

The Accounting Process: Overview, Books of Original Record, Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)

UNIT- III: ASSETS VALUATION (12 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: FINANCIAL ANALYSIS USING RATIOS (12 Periods)

Financial Analysis -I: Meaning and definition of Ratios- Significance and limitations of Ratio Analysis - Analysis and interpretation of financial statements from the investor and company point of view, Liquidity, leverage, solvency, and profitability ratios – Du Pont Chart (A Case study on Ratio Analysis).

UNIT- V: FINANCIAL ANALYSIS USING FUND FLOW AND CASH FLOWS

(12 Periods)

Financial Analysis-II: Objectives and importance of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Steps in Preparation of Cash flow statement – Analysis of Cash flow and Funds flow statements - Funds flow statement Vs Cash flow statement. (Only theory).

Total Periods: 56

Text books

T1. Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2023, 6th Edition.

T2. Accountancy, M.P. Gupta & Agarwal, S. Chand, 2024, 11th Edition,

Reference Books:

R1. Financial Accounting, P.C. Tulisan, S. Chand Publications, 2023.

R2. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2022, 6th Edition.

R3. Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education, 2025, 8th Edition.

R4. Accounting and Financial Management, Thukaram Rao, New Age Internationals, 2022.

R5. Financial Accounting Reporting & Analysis, Stice & Stice, Thomson, 2021, 7th Edition.

R6. Accounting for Management, Vijaya Kumar, TMH, 2012.

R7. Accounting for Managers, Made Gowda, Himalaya Publishers, 2021, 3rd Edition.

R8. Accounting for Management, N.P. Srinivasan, & M. Shakthivel Murugan, S. Chand Publications, 2021.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/cec20_mg02/preview

2. <https://www.coursera.org/learn/wharton-accounting>

251E00105	MBA I-SEMESTER STATISTICS FOR MANAGERS	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CE01. To introduce students to the role of statistics in business and equip them with skills to calculate Descriptive statistics using manual formulas and MS Excel.
- CE02. To enable students to Learn and apply correlation and regression concepts with both formulas and MS Excel.
- CE03. Understand and apply basic probability concepts and distributions, including binomial, Poisson, and normal distributions.
- CE04. To perform hypothesis testing, including z-tests, t-tests, and ANOVA, generate inferences using a manual procedure and Excel.
- CE05. To introduce students to non-parametric tools, including the Chi-square test and Sign test, and their application in real-world scenarios with formulas and Microsoft Excel.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Apply descriptive statistical techniques using MS Excel to analyze data and support ethical managerial decision-making.
- CO2. Use correlation and regression analysis in MS Excel to solve business case studies, fostering critical thinking.
- CO3. Solve business problems using probability distributions in MS Excel,
- CO4. Conduct hypothesis tests (one-sample, two-sample, ANOVA) in MS Excel to make data-driven decisions, promoting leadership and ethical considerations.
- CO5. Perform Chi-square and Sign tests in MS Excel to address business and societal issues, incorporating sustainability and responsible decision-making.

SYLLABUS:

UNIT- I: FUNDAMENTALS OF STATISTICS

(12 Periods)

Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency: Mean, Median, Mode; Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Performing Descriptives using MS Excel.

UNIT- II: CORRELATION & REGRESSION

(12 Periods)

Introduction, Significance, and types of correlation – Measures of correlation – Coefficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients-Rank Correlation – work on case studies on correlation and Regression using MS Excel.

UNIT- III: PROBABILITY DISTRIBUTIONS**(12 Periods)**

Probability – Meaning and definition of probability – Significance of probability in business application – Theory of probability: Addition and multiplication – Binomial distribution– Poisson distribution – Normal distribution – Carrying out probability distribution problems using MS Excel.

UNIT- IV: HYPOTHESIS TESTING**(12 Periods)**

Testing of Hypothesis- 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), ANOVA Test: One-way and two-way ANOVA - Perform all ANOVA problems with MS Excel.

UNIT- V: NON-PARAMETRIC TESTS**(12 Periods)**

Non-Parametric Methods: Importance of Non-Parametric Methods – difference between parametric and non-parametric methods; Chi-square test: Test of Goodness of fit - test for Independence of Attributes; Sign test: One-sample and paired samples data – use of MS Excel to perform non-parametric tests.

Total Periods: 60**Textbooks:**

- T1. Statistical Methods, Gupta S.P., S. Chand Publications, 2024, 46th Edition.
- T2. Business Statistics, J. K. Sharma, Vikas House Publications Pvt Ltd, 2019, 5th Edition.

Reference Books:

- R1. Statistics for Management, Richard I Levin, Pearson, David S. Rubin, 2022, 8th Edition.
- R2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2014, 8th Edition.
- R3. Statistics for Management, P.N. Arora, S. Arora, S. Chand, 2018, 11th revised Edition.
- R4. Statistics for Management, Lerin, Pearson Company, New Delhi, 2022, 8th Edition.
- R5. Business Statistics for Contemporary Decision Making, Black Ken, New Age Publishers, 2023, 10th Edition,
- R6. Business Statistics, Gupta S.C. & Indra Gupta, Himalaya Publishing House, Mumbai, 2020, 5th Revised,

Web Resources:

- 1. https://onlinecourses.swayam2.ac.in/cec20_mg13/preview
- 2. https://onlinecourses.nptel.ac.in/noc20_mg23/preview
- 3. <https://iimbx.iimb.ac.in/statistics-for-business-i/>

251E00106	MBA I-SEMESTER MANAGEMENT INFORMATION SYSTEMS	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CEO1. To develop a comprehensive understanding of the fundamental concepts of MIS and the principles of Information Technology.
- CEO2. To cover various components and types of DBMS, phases in database design, concepts of data warehousing, and data mining.
- CEO3. To explore the diverse business applications of IS and cultivate the skills necessary for managing information systems projects.
- CEO4. To develop an understanding of project Management, SDLC, software engineering qualities, and metrics.
- CEO5. To recognize and critically address the security, ethical, and social challenges associated with IS in an organizational context.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Demonstrate the significance of IS in decision-making processes within global business environments.
- CO2. Apply database management principles by categorizing various types of databases, comprehending the components of DBMS, and designing efficient and effective database solutions.
- CO3. Illustrate the use of enterprise systems and decision support techniques to support various organizational functions and types of decision-making.
- CO4. Effectively plan and implement information system development projects by utilizing SDLC and other project management frameworks.
- CO5. Identify potential security threats to information systems and implement appropriate protective measures while fostering an understanding of the ethical and societal issues of the use of information systems.

SYLLABUS:

UNIT- I: INTRODUCTION TO INFORMATION SYSTEMS (12 Periods)

MIS: An overview- Introduction, Need for MIS and IT, nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS. MIS in functional areas.

UNIT- II: MANAGEMENT OF DATA RESOURCES (12 Periods)

Data resource management- Database concepts, the traditional & modern approaches, DBMS, Components of database system, Types of DBMS, Phases in Database designing, Data warehousing and mining.

UNIT- III: APPLICATIONS OF INFORMATION SYSTEMS (12 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.

UNIT- IV: PROJECT MANAGEMENT

(12 Periods)

Management of IS- Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Evaluation of MIS, System maintenance, Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance.

UNIT- V: IS SECURITY

(12 Periods)

Security, Ethical & Social Issues: IS security threats, Protecting IS, IS Security Technologies, the disaster recovery plan, IS Ethical Issues, and social issues.

Total Periods: 60

Textbooks:

- T1. MIS –Managerial Perspective, D.P. Goyal, Vikas Publications, 2014, 4th Edition.
- T2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill, 2020, 6th Edition.

Reference Books:

- R1. Management Information Systems, C Laudon and Jane P. Laudon, et al, Pearson Education, 2022, 17th Edition.
- R2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning, 2023, 11th Edition.
- R3. Introduction to Information Systems, Rainer, Turban, Potter, Wiley-India, 2021, 9th Edition.
- R4. Management Information Systems, James A. Obrein, Tata McGraw-Hill, 2018, 11th Edition.
- R5. Cases in MIS, Mahapartra, PHI, 2nd Edition.
- R6. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw-Hill, 1985, 2nd Edition.
- R7. Software Engineering, A Practitioner’s Approach, Roger S. Pressman, Bruce R. Maxim, McGraw-Hill, 2020, 9th Edition.

Web Resources:

- 1. https://onlinecourses.nptel.ac.in/noc20_mg60/preview
- 2. <https://nptel.ac.in/courses/110/105/110105148/>
- 3. https://onlinecourses.swayam2.ac.in/cec21_ge05/preview

251E00107	MBA I-SEMESTER BUSINESS COMMUNICATION LAB	L	T	P	C
		0	1	2	2

Pre-Requisites: NIL

Course Objectives:

- CE01. To explain communication concepts, processes, Types, and barriers
- CE02. To develop the students' competence in communication at an advanced level.
- CE03. To demonstrate communication skills, viz., listening, speaking, reading, and writing, with teaching aids.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand and describe the process of communication, and develop practical communication skills.
- CO2. Identify and develop different types of verbal and non-verbal communication skills.
- CO3. Understand and regulate emotions in various communication styles to improve personal communication competencies.
- CO4. Develop and apply strategies to overcome communication barriers.
- CO5. Effective presentation of formal reports and different types of business letters.

SYLLABUS:

UNIT- I: INTRODUCTION TO COMMUNICATION (08 Periods)

Concept of Communication – Significance, Scope – Communication Process – Essentials of good communication – Channels of Communication –Organisation Structure - Formal, Informal Communication – Upward, Downward, Horizontal Communication. Understanding the need of Communication Skills for Managers and the importance of effective communication, role play activities, and case study analysis.

UNIT- II: TYPES OF COMMUNICATION (12 Periods)

Types of communication: Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations, Nonverbal Communication: Sign language – Body language – Kinesics – Proxemics – Haptics: Chronemics. Speaking Skills Exercises–Expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Welcome Address (Inviting Dignitaries to department workshops, symposiums, and university functions), proposing a vote of thanks, and Mock Interviews. Interview techniques and etiquette, as well as Group discussion.

UNIT- III: INTERPERSONAL COMMUNICATION (10 Periods)

Interpersonal Communication: Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Interpersonal Communication – Leadership styles.

UNIT- IV: BARRIERS TO COMMUNICATION & LISTENING (08 Periods)

Barriers to Communication: Types of Barriers – Technological and Socio-Psychological

Barriers – Overcoming Barriers, Types of Listening. Listening exercises - listening to talks, lectures, conversations, discussions, jokes, riddles etc.

UNIT-V: REPORT & LETTER WRITING

(08 Periods)

Report writing – Formal reports – Writing effective letters – Different types of business letters -Interview techniques – Communication etiquette. Writing and Reading exercises: - Reading and writing comprehension, Note making after reading a text, showing the main idea and supporting ideas, and the relationships between them - Practice in writing paragraphs, short essays, and summaries, etc. Types of business letter writing.

Total Periods: 46

Textbooks:

- T1. Business Communication: A Practical Approach, Naik, Wiley, 2015.
- T2. Business Communication, C.S. Rayudu, HPH, 2024, 9th Edition.
- T3. Business Communication, Meenakshi Raman, Oxford University Press, 2012, 2nd Edition.

Reference Books:

- R1. Business communication, Shalini Varma, Vikas Publishers. 2014, 2nd Edition.
- R1. Business Communication, Raymond V. Lesikar, Neeraja Pandit et al., TMH, 2023, 13th Edition.
- R2. Business Communications, Hudson, Jaico Publications, 2006, 1st Edition.
- R3. Business communication for managers, Penrose, Raspbery, Myers, Cengage, 2007, 5th Edition.
- R4.** Effective Communication, Harvard Business School, Harvard Business Review No.1214.
- R5.** Essentials of Business Communication, Rajendra Pal, JS. Korlahhi, S. Chand. 2017, 13th Edition.

Web Resources:

- 1. https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
- 2. https://online-degree.swayam.gov.in/dyp20_d02_s1_hs01/preview

251E00108	MBA I-SEMESTER INFORMATION TECHNOLOGY LAB	L	T	P	C
		0	1	2	2

Pre-Requisites: NIL

Course Objectives:

- CE01. To gain foundational knowledge of computer systems architecture and functions in professional business settings.
- CE02. To provide an overview of popular operating systems and to teach practical skills for capturing GPS-enabled images and using file-sharing tools.
- CE03. To introduce the MS Word interface, keyboard shortcuts, and fundamental features, including various ribbons and formatting options.
- CE04. To teach advanced MS Word features such as mail merge and macros.
- CE05. To develop skills in creating and designing PowerPoint slides using templates, slide designs, and graphic tools.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. To accurately identify and describe essential computer hardware components and understand their specific functions.
- CO2. To acquire practical skills in mobile photography with geotagging, cross-device file sharing, as well as software installation procedures.
- CO3. To demonstrate proficiency in navigating the Microsoft Word interface and utilizing the ribbon interface.
- CO4. To develop knowledge on advanced Microsoft Word features, such as mail merge and macros.
- CO5. To create visually compelling and professional PowerPoint presentations, utilizing design elements and shortcuts to maximize presentation impact.

SYLLABUS:

UNIT- I: INTRODUCTION TO HARDWARE COMPONENTS (08 Periods)

Introduction to Hardware Components: Introduction to Computers, Various I/O devices and their usage in the corporate world- Memories (RAM/ROM) and their types- Various types of processes- Storage devices, Internal vs External.

UNIT- II: INTRODUCTION TO OPERATING SYSTEM (10 Periods)

Introduction to Operating System (need to explain using videos) – overview of Windows 11, Server- Ubuntu – Linux- various versions of Android- iOS – Capturing GPS-enabled pictures- tools for file sharing to Mobile to Mobile- System to Mobile. Computer Software: Introduction, System Software, Application Software, Firmware, Software Installation, and Uninstalling.

UNIT- III: MS OFFICE-I (08 Periods)

Introduction, keyboard shortcut keys, overviews of various Ribbons- paste special-formatting- usage of Font -Textbox-equations -line spacing – bullets-page layouts-styles- header and footers – watermark-margins- indent- print preview-split -views.

UNIT-IV: MS OFFICE –II**(08 Periods)**

Mail Merge- Macros- Designing a company letter pad- Time table – letter writing- overview of PowerPoint -preparation of company presentation.

UNIT- V: MS POWERPOINT**(08 Periods)**

MS PowerPoint-Creation of slides-Use of templates and slide designs for creating PowerPoint slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, and Products. PowerPoint shortcut keys. Apps for Designing.

Total Periods: 42**Reference Books:**

- R1. Microsoft Office System Step-by-Step, Cox et al., PHI, 2007, First Edition,
- R2. Enterprise Resource Planning, Alexis Leon, TMH, 2008, 2nd Edition
- R3. The Oxford Hand Book of Internet studies, William. H. Dulton, Oxford, 2013, 1st Edition.

Web Resources:

1. [Online learning resources/Virtual labs:](#)
2. <https://www.coursera.org/specializations/excel>

251E00201	MBA II-SEMESTER FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4

Pre-Requisites: Financial Accounting for Managers (251E00104)

Course Objectives:

- CEO1. To explain the importance of the finance function and the goals of financial managers.
- CEO2. To impart the decision-making skills in acquiring, allocating, and utilizing the funds of a company.
- CEO3. To understand capital structure decisions through EBIT-EPS analysis, calculate the cost of capital.
- CEO4. Grasp working capital management concepts and an overview of managing current assets.
- CEO5. To educate on corporate restructures and corporate governance.

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

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Learn the roles and goals of a finance manager in a corporate structure.
- CO2. Make informed financial decisions regarding financing and investing in the present competitive business environment.
- CO3. Analyze the impact of capital structure on the wealth maximization of owners and the value of the company.
- CO4. Manage current assets and current liabilities of the company in an effective and efficient way.
- CO5. Identify different corporate restructuring methods and governance principles.

SYLLABUS:

UNIT- I: THE FINANCE FUNCTION (08 Periods)

The Finance function: Nature and Scope, Importance of Finance function – The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization (Only theory).

UNIT- II: THE INVESTMENT DECISION (12 Periods)

The Investment Decision: Investment decision process – Project generation, Project evaluation, Project selection, and Project implementation. Capital Budgeting methods– Traditional and DCF methods. The NPV Vs IRR Debate. (Simple Problems).

UNIT- III: FINANCING AND DIVIDEND DECISIONS (12 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. The Dividend Decision: Major Forms of Dividends. (simple problems on only weighted average cost of capital).

UNIT- IV: WORKING CAPITAL MANAGEMENT**(12 Periods)**

Introduction to Working Capital: Concepts and Characteristics of Working Capital, Need and Importance of Working Capital, Factors Determining the Working Capital, Working Capital Cycle- Management of Current Assets – Cash, Receivables, and Inventory, Financing Current Assets (Only Theory)

UNIT- V: MERGERS & ACQUISITIONS**(12 Periods)**

Corporate Restructures: Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Recent trends in Mergers, Principles of Corporate Governance. (Only Theory)

Total Periods: 56**Textbooks:**

- T1. Financial management –V.K. Bhalla, S. Chand, 2014, 1st Edition.
- T2. Financial Management, I.M. Pandey, Vikas Publishers, 2021, 12th Edition.
- T3. Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw-Hill, 2018, 8th Edition.

Reference Books:

- R1. Principles of Corporate Finance, Richard A Brealey et.al, Tata McGraw-Hill, 2022, 14th Edition.
- R2. Financial Management, Tulsian P.C. & Tulsian Bharat, S. Chand, 2022, 5th Edition.
- R3. Fundamentals of Financial Management, Chandra Bose. D, PHI. 2010, 2nd Revised Edition.
- R4. Financial Management, William R. Lasheir, Cengage Publishers, 2016, 8th Edition.
- R5. Financial Management – Text and Cases, Brigham & Ehrhardt, Cengage, 2023, 17th Edition.
- R6. Case Studies in Finance, Bruner, R.F., Tata McGraw-Hill, New Delhi, 2017, 8th Edition.
- R7. Financial Management, Dr. M. K. Rastogi, Laxmi Publications, 2010, 1st Edition.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/cec20_mg05/preview
2. https://onlinecourses.swayam2.ac.in/cec20_mg10/preview
3. https://onlinecourses.nptel.ac.in/noc20_mg31/preview
4. https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview

251E00202	MBA II-SEMESTER MARKETING MANAGEMENT	L	T	P	C
		4	0	0	4

Pre-Requisites: Management and Organizational Behaviour (25E00101)

Course Objectives:

- CEO1. Make students have an understanding of the fundamental concepts of marketing & the environment in which the marketing system operates.
- CEO2. To analyze major bases for segment marketing, target marketing, and market positioning, and develop skills in creating compelling brand identities.
- CEO3. To develop skills in identifying customer needs and developing new products, and to communicate effectively with customers.
- CEO4. To develop a comprehensive understanding of the fundamental principles and practices of sales management.
- CEO5. To impart knowledge on creating and communicating values in the present digital marketing environment.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. To enable students to comprehend the fundamental concepts of marketing.
- CO2. To analyze the major bases for market segmentation, target marketing, and positioning, thereby fostering skills in creating brand identities.
- CO3. To develop students' proficiency in identifying customer needs, designing new products, and communicating effectively with customers.
- CO4. To cultivate a comprehensive understanding of the fundamental principles and best practices of sales management.
- CO5. To impart knowledge and skills required to create and communicate value effectively within the contemporary digital marketing environment.

SYLLABUS:

UNIT- I: FUNDAMENTALS OF MARKETING MANAGEMENT: (08 Periods)

Understanding Marketing Management: Concepts of Marketing, Marketing Strategies & Plans, Creating long-term loyalty relationships, Marketing mix, PLC, Analysing Competitors, Conducting Marketing research.

UNIT- II: BUILDING BRANDS: (13 Periods)

Connecting with Customers & Building Strong Brands: Analysing Consumer & Business Markets, tapping into global markets, Segmentation- Segmenting Consumer, Business Markets; Targeting-Evaluating, Selecting Target Market Segments. Differentiation & Positioning - Developing and communicating a Positioning Strategy, Creating Brand Equity- Addressing Competition and driving growth.

UNIT- III: CREATING AND COMMUNICATING VALUE: (13 Periods)

Creating and Communicating Value: -Setting product strategy, Designing & managing services, New product development: Challenges in New Product Development, Managing the Development Process, The Consumer Adoption Process. Developing

pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events, and experiences.

UNIT- IV: DELIVERING VALUE: (13 Periods)

Delivering Value: - Managing retailing, wholesaling, and logistics. Designing and Managing Integrated Marketing Channels, Sales Management: Nature & Importance of Sales Management, Skills of sales manager, Sales objectives, Concepts of sales organization, Types of sales organization.

UNIT- V: EMERGING TRENDS IN MARKETING: (13 Periods)

Emerging Trends in Marketing: Digital and social media Marketing, Green Marketing, Event Marketing, Sponsorship, cause-related marketing, Marketing for Non-Profit Organizations, Relationship marketing, personalization, social media, artificial intelligence (AI), Influencer Marketing.

Total Periods: 60

Textbooks:

- T1. Marketing Management, Phillip Kotler, Kevin Lane Keller, Pearson, 2025, 17th edition
- T2. Marketing Management, Rajan Saxena, TMH, 2019, 6th Edition.
- T3. Marketing Management, Pillai R.S.N. & Bagavathi, S. Chand, 2012.

Reference Books:

- R1. Marketing, A South Asian Perspective, Lamb, Hair, Sharma, McDaniel, Cengage Publishers, 2016, 1st Edition.
- R2. Marketing in India, Text and Cases, S. Neelamegham, Vikas Publishers, 2012, 4th Edition.
- R3. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2018, 7th Edition.
- R4. Marketing Management, V.S. Ramaswamy and S. Namakumari, McGraw-Hill, 2018, 6th Edition.
- R5. Marketing – Concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2004, 13th Edition.
- R6. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press, 2009, 2nd Edition.

Web Resources:

1. https://onlinecourses.nptel.ac.in/noc19_mg48/preview
2. https://onlinecourses.nptel.ac.in/noc21_mg51/preview
3. https://onlinecourses.swayam2.ac.in/cec20_mg06/preview

251E00203	MBA II-SEMESTER HUMAN RESOURCE MANAGEMENT	L	T	P	C
		4	0	0	4

Pre-Requisites: Management and Organizational Behaviour (**251E00101**)

Course Objectives:

- CEO1. To provide knowledge on the functions, roles, and objectives of HR managers and the policies, models, and strategies to be followed as an HR manager.
- CEO2. To explain concepts of HR planning and methods in selection, placement, promotion, and transfer of employees in an organization.
- CEO3. To impart basic knowledge of training & development, Performance appraisal, and career management.
- CEO4. To familiarize employees with the concept of wage and salary administration, including the influencing factors in determining and managing compensation.
- CEO5. To explain concepts of Industrial relations and educate on the recent trends in HR management

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Know the nature, scope, functions, roles, goals, strategies, and policies of HR management.
- CO2. Learn to design and develop HR planning and acquisition-related aspects.
- CO3. Acquires knowledge on the administration of monetary and nonmonetary benefits for the employees in the organization.
- CO4. Knowledge and in-depth understanding of training & development, Performance appraisal, and career development for effective employee growth and development.
- CO5. Learn about the industrial relations concept and recent trends in the human resource function, and balance work-life in the present dynamic work environment.

SYLLABUS:

UNIT- I: CONCEPT OF HRM:

(08 Periods)

Introduction - Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role of HRM Manager, Objectives of HRM, Difference between Personnel Management and Human Resource Management, HRM Models, Policies and Strategies of HRM.

UNIT- II: DESIGNING AND DEVELOPING HR SYSTEMS

(12 Periods)

Designing and Developing HR systems:- Human Resource Planning, Job Design- Job rotation, Job enlargement, Job Enrichment -Job Analysis- Job description- Job Specification, Job Evaluation-process- Techniques, Recruitment & Selection, Placement, Orientation, Promotion & Transfer.

UNIT- III: COMPENSATION MANAGEMENT

(12 Periods)

Compensation Management:- Introduction, objectives, and process of wages and salaries administration, influencing factors for determining compensation -Types of

compensation- Monetary and nonmonetary benefits-Welfare facilities, Employee safety and health measures.

UNIT- IV: HUMAN RESOURCE DEVELOPMENT

(12 Periods)

Human Resource Development:- Concepts, Functions of HRD, Framework of HRD, Training and Development- Concept, objectives, process, Types- On the job -Off the job, Performance Management- Concept, Performance Appraisal- process, Methods- Traditional & Modern, Performance appraisal errors & Career Planning and Development, process.

UNIT- V: INDUSTRIAL RELATIONS & RECENT TRENDS IN HRM (12 Periods)

Industrial relations & Recent Trends in HRM:- Industrial relations, Concept, Approaches, Employee Discipline, Employee Grievance Handling, Trade Unionism, Collective Bargaining, Talent Management, HRIS, Outsourcing, Work Life Balance, Quality Circles and Total Quality Management, Fish Bone Diagram.

Total Periods: 56

Textbooks:

- T1. Personnel and Human Resource Management – Text and Cases, P. Subbarao, Himalaya, 2024, 6th Edition.
- T2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart, and Patrick Wright, Tata McGraw-Hill, 2025, 13th Edition.

Reference Books:

- R1. Human Resource Management, Aswathappa, TMH, 2023, Tenth Edition.
- R2. Human Resource Management: A Contemporary Approach, Ian Beardwell & Len Holden-Macmillan, India Ltd, 2009, 5th Edition.
- R3. Human Resource Management, Khanka S.S., S. Chand, 2019, 2nd Edition.
- R4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2017, 8th Edition.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/cec21_mg06/preview
2. https://onlinecourses.swayam2.ac.in/nou21_hs19/preview
3. https://onlinecourses.nptel.ac.in/noc20_mg15/preview

251E00204	MBA II-SEMESTER BUSINESS RESEARCH METHODS	L	T	P	C
		4	0	0	4

Pre-Requisites: Statistics for Managers (**251E00105**)

Course Objectives:

- CE01. To familiarize students with the fundamentals of business research, types, key terminology, technologies used, and their role in managerial decision-making.
- CE02. To explain the research process in detail, including research design, variable measurement, and sampling methods.
- CE03. To discuss the type, sources of research data, and the research instruments used for collecting the data.
- CE04. To provide students with the knowledge and skills to execute the data preparation process and understand the application of various statistical tools for data analysis.
- CE05. To impart the competencies for conducting research, preparing the research report with the requisite key components.

NOTE: Standard Statistical tables shall be allowed in the examination

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Identify types of business research, apply scientific investigation methods, utilize technologies like the Internet and email for research, and understand research terminology to support managerial decisions.
- CO2. Formulate research problems, develop and test hypotheses, design appropriate research studies, measure variables using scales, and apply reliable sampling methods.
- CO3. Collect and analyze data from different sources, with different instruments, and will also be able to design an effective questionnaire.
- CO4. Understand the prerequisites of data analysis and apply various statistical tools to analyze and interpret the data effectively.
- CO5. Create and present structured research reports with essential key components, apply guidelines for effective report preparation.

SYLLABUS:

UNIT- I: INTRODUCTION TO BUSINESS RESEARCH: (12 Periods)

Introduction to Business Research: Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions – Language of Research: concepts, constructs, variables, items, scales.

UNIT- II: THE RESEARCH PROCESS: (12 Periods)

The Research Process: 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 of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity - Sampling and Methods of sampling.

UNIT-III: COLLECTION AND ANALYSIS OF DATA: (12 Periods)

Collection and Analysis of Data 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: DATA PREPARATION AND ANALYSIS: (12 Periods)

Data Preparation and Analysis: Data preparation process, problems in preparation process - An overview of Descriptive, Associational, and Inferential- Statistical Measures.

UNIT-V: THE RESEARCH REPORT: (12 Periods)

The Research Report: Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research Report- Oral Presentation.

Total Periods: 60

Textbooks:

- T1. Research Methodology – Methods & Techniques, C.R. Kothari, Vishwa Prakashan, 2023, 5th Edition.
- T2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2016, 7th Edition.
- T3. Research Methodology (Concepts and cases), Deepak Chawla and Neena Sondhi, Vikas Publishing, 2015, 2nd Edition.

Reference Books:

- R1. Business Research Methods, Donald R Cooper and Pamela S Schindler, Tata McGraw-Hill Publishing Company Limited, 2006, 9th Edition.
- R2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House, 2016, 24th Edition.
- R3. Business Research Methods, Zikmund, Babin, Carr, Adhikari, Griffin, Cengage learning, 2019, 9th Edition.
- R4. Business Research Methods- Alan Broman, Emma Bell, Oxford University, 2022, 6th Edition.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
2. https://onlinecourses.nptel.ac.in/noc20_ge01/preview

251E00205	MBA II-SEMESTER OPERATIONS RESEARCH	L	T	P	C
		4	0	0	4

Pre-Requisites: Management and Organizational Behaviour (251E00101)

Course Objectives:

- CEO1. To equip students with foundational knowledge of Operations Research and diverse optimization techniques for enhancing business operations and decision making.
- CEO2. To impart knowledge of Transportation & Assignment models to solve typical business situations.
- CEO3. To enhance the competencies to apply job sequencing techniques, using Johnson's Algorithm, for optimizing scheduling problems.
- CEO4. To introduce students to the fundamental concepts, terminology, and strategies and principles of game theory, and their significance in managerial decision-making.
- CEO5. To master the skills of network analysis using PERT/CPM techniques for project planning and control.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand the principles and applications of Operations Research and be able to formulate and solve simplex problems using various methods.
- CO2. Formulate and solve Transportation and Assignment Problems using the Hungarian Algorithm, and address various scenarios effectively.
- CO3. Effectively apply Johnson's Algorithm to solve sequencing and scheduling problems for n jobs on two, three, or m machines, and two jobs on m machines.
- CO4. Analyze concepts of game theory, apply the principle of dominance, and evaluate the relevance of game theory in managerial applications.
- CO5. Construct network diagrams, determine critical paths, and effectively apply CPM and PERT techniques in project management.

SYLLABUS:

UNIT- I: INTRODUCTION TO OR:

(12 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.P, Graphical method, Simplex method: Maximization and Minimization model (exclude Duality problems), Big-M method, and Two-Phase method.

UNIT- II: TRANSPORTATION & ASSIGNMENT:

(12 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 – (exclude Travelling Salesman Problem).

UNIT- III: SEQUENCING: (10 Periods)

Sequencing – Job sequencing, Johnson's 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: GAME THEORY: (10 Periods)

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

UNIT- V: PERT & CPM: (12 Periods)

Project Management: Network Analysis – Definition –objectives -Rules for constructing network diagram- Determining Critical Path – Earliest & Latest Times – Floats - Application of CPM and PERT techniques in Project Planning and Control – PERT Vs. CPM. (exclude Project Crashing).

Total Periods: 56

Textbooks:

- T1. Operations Research, R. Pannerselvam, PHI Publications, 2023, 3rd Edition.
- T2. Operations Research, S.D. Sharma-Kedarnath, 2010, 15th Edition.
- T3. Operations Research, A.M. Natarajan, P. Balasubramani, A. Tamilarasi, Pearson Education, 2014, 2nd Edition.

Reference Books:

- R1. Introduction to Operations Research, Hiller & Libermann, TMH, 2021, 11th Edition.
- R2. Operations Research: Methods & Problems / Maurice Sasaki, Arthur Yaspan & Lawrence Friedman. Pearson, 2017,
- R3. Quantitative Analysis for Management, Barry Render, Ralph M. Stair, Jr, and Michael E. Hanna, Pearson Education, 2022, 14th Edition.
- R4. Operations Research, Wagner, PHI Publications, 2015, 2nd Edition.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/cec20_ma10/preview
2. https://onlinecourses.nptel.ac.in/noc20_ma23/preview
3. https://onlinecourses.nptel.ac.in/noc19_ma29/preview

251E00206	MBA II-SEMESTER OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

Pre-Requisites: NIL

Course Objectives:

- CE01. To introduce students to the fundamentals of operations management, the role and decision areas of operations managers. To introduce the fundamentals of Production and Operations Management.
- CE02. To explore and impart knowledge on the elements of good control systems, the role of control charts, and statistical process control methods in helping managers to control variation.
- CE03. To develop a strong knowledge of quality control systems
- CE04. To facilitate the knowledge of real-time inventory control techniques
- CE05. To offer learners an introduction to Industry 4.0, its applications in the business world.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand the core concepts of operations management, the role and decision areas of operations managers in facing future challenges.
- CO2. Construct and interpret simple control charts for both continuous and discrete data.
- CO3. Gain knowledge on the quality philosophies and principles of Deming, Juran, Six Sigma, and become acquainted with the International Organization for Standardization's ISO 9000:2000 requirements.
- CO4. Learn different types of inventories that firms use and their role in value analysis
- CO5. Familiarize with inventory concepts to support the development of useful quantitative models for inventory management. Understand the drivers and enablers of Industry 4.0

SYLLABUS:

UNIT- I: OVERVIEW OF OPERATIONS MANAGEMENT: (08 Periods)

Introduction and Overview of Operations Management: Definition of Operations Management – Nature and Scope of OM – Role & Decision areas of Operations Manager-interface of OM with other functions - Operations Management's future challenges.

UNIT- II: CONTROLLING OPERATIONS: (12 Periods)

Operations Control: Managing of Work Environment–Automation—Technology Management- Waste Management-Quality Assurance and Quality Circles–Statistical Quality Control–Control Charts for Variables-Average-Range and Control Charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure.

UNIT- III: QUALITY MANAGEMENT IN OPERATIONS: (12 Periods)

Managing for Quality: Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-

2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity - measurement & improvements in productivity, product development, and design stages.

UNIT- IV: INVENTORY CONTROL:

(12 Periods)

Inventory and Inventory Models: Inventory Control-Different Systems of Inventory Control, Costs & Types of Inventories – ABC, VED. Value Analysis – importance in cost reduction – concepts and procedures. Inventory control –Safety stock – Inventory Control Systems–JIT, VMI.

UNIT- V: CONCEPT OF INDUSTRY 4.0:

(12 Periods)

Introduction to Industry 4.0 - The Various Industrial Revolutions - Digitalization and the Networked Economy - Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 – Benefits of adopting an Industrial 4.0 model.

Total Periods: 56

Textbooks:

- T1. Principles of Operations Management, Heizer, Render, Prentice Hall, 2020, 11th Edition
- T2. Operations Management - Theory and Practice, Mahadevan, Pearson, 2015, 3rd Edition.
- T3. Operations Management and Control, Banerjee Biswajit, S. Chand, 2009, 2nd Edition.

Reference Books:

- R1. Production and Operations Management, R. Panner Selvem, Prentice Hall of India, New Delhi, 2012, 3rd Edition.
- R2. Production and Operations Management, S N Chary, Tata McGraw-Hill, New Delhi, 2019, 6th Edition.

Web Resources:

1. https://onlinecourses.swayam2.ac.in/imb21_mg47/preview
2. https://onlinecourses.nptel.ac.in/noc21_me18/preview

251E00207a	MBA II-SEMESTER ADVANCED COMMUNICATION	L	T	P	C
		2	0	0	2

Pre-Requisites: Business Communication Lab (251E00107)

Course Objectives:

- CE01. To explain communication concepts
- CE02. To develop the students' competence in communication at an advanced level.
- CE03. To demonstrate communication skills, viz., listening, speaking, reading, and writing, with teaching aids.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand the communication concept and
- CO2. Improve communication and competence skills
- CO3. Obtain and apply proficiency in business communication in the workplace and professional contexts.
- CO4. Apply conflict resolution strategies and learn interviewing skills
- CO5. Knowledge of computer-based technologies for communication.

SYLLABUS:

UNIT- I: INTRODUCTION TO MANAGERIAL COMMUNICATION: (05 Periods)

Concept of Managerial Communication – Effective Listening – Barriers, Steps for Active Listening – Effective Speaking – Body Language & Modulation, Informative, Persuasion Communications – Effective Reading – Obstacles, Effective Reading, Reading Comprehension – Effective Writing – Condensation, Note Making Methods, Executive Summary.

UNIT- II: BUSINESS LETTERS AND REPORTS: (06 Periods)

Business Letters & Reports: Types of Business Letters – Elements; Types of Reports – Informal – Formal Reports – Elements; Annual Reports - Technical Proposals – Structure – Circulars - Notices – Memos.

UNIT- III: MEETINGS AND ETIQUETTE: (03 Periods)

Meetings & Reports: Meeting Invitation - Notice – Agenda – Meeting Participants – Roles; Meeting Conduction & Etiquette - Minutes of the Meeting – Documentation – Filing.

UNIT- IV: COMMUNICATION STRATEGIES: (03 Periods)

Communication Strategies: Conflict Resolution – Win-Win strategy; Managerial Negotiations – Bargaining, Distributive, Integrative Strategies; Interviews – Types – purpose, process.

UNIT- V: TECHNOLOGY FOR COMMUNICATION: (06 Periods)

Technology for Communication: Conventional Modes Vs Computer-based Technologies – Email, social media, Microsoft & Google Tools – Data – Collection – Organizing – Analyzing - Presentations using Technology.

Textbooks:

- T1. Managerial Communication – Strategies and Applications, Geraldine E. Hynes, McGraw-Hill.
- T2. Business Communication, C.S. Rayudu, HPH.
- T3. Business Communication, Meenakshi Raman, Oxford University Press

Reference Books:

- R1. Business communication, Shalini Varma, Vikas.
- R2. Business Communication, Raymond V. Lesikar, Neeraja Pandit et al., TMH.
- R3. Business Communications, Hudson, Jaico Publications
- R4. Business communication Sehgal, Khetarpal, Excel Books
- R5. Effective Communication, Harvard Business School, Harvard Business Review No.1214.
- R6. Communication skills, Sanjay Kumar, Pushpalata, Oxford

Web Resources:

- 1. https://onlinecourses.swayam2.ac.in/imb19_mg14/preview
 - 2. https://www.youtube.com/watch?v=ITHnugowc_Q
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251E00207b	MBA II-SEMESTER E-BUSINESS	L	T	P	C
		2	0	0	2

Pre-Requisites: Management Information Systems (251E00106)

Course Objectives:

- CE01. To impart the concepts and various application issues of e-business and various online strategies for e-business.
- CE02. To identify and assess common security threats in e-business and understand key security mechanisms.
- CE03. To gain knowledge about different electronic payment systems, their types, infrastructure, and electronic fund transfer processes.
- CE04. To analyze various e-business applications and strategies, emerging trends, e-governance, mobile commerce, and digital advertising.
- CE05. To understand the e-business infrastructure and e-marketing concepts, including CRM, internet marketing, and management of hardware, software, and ISPs.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand fundamental concepts and application issues of e-business and various online strategies.
- CO2. Identify and evaluate common security threats in e-business and comprehend essential security mechanisms.
- CO3. Gain knowledge of electronic payment systems, their types, infrastructure, and electronic fund transfer processes.
- CO4. Analyze various strategies, emerging trends in e-governance, mobile commerce, and digital advertising.
- CO5. Understand e-business infrastructure, including CRM, internet marketing, and management of hardware, software, and ISPs.

SYLLABUS:

UNIT- I: INTRODUCTION TO E-BUSINESS: (06 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, electronic data interchange process.

UNIT- II: SECURITY THREATS TO E-BUSINESS: (06 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: ELECTRONIC PAYMENT SYSTEM: (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: E-BUSINESS APPLICATIONS AND STRATEGIES: (06 Periods)

E-business applications and strategies: Business models & revenue models over the internet, emerging trends in e-business e-governance, digital commerce, mobile commerce, E-Advertising, Logistics and Supply Chain Management, strategies for business over the web, internet-based business models.

UNIT- V: E-BUSINESS INFRASTRUCTURE AND E-MARKETING: (06 Periods)

E-business infrastructure and e-marketing: CRM (customer relationship management), internet marketing, Hardware & software infrastructure, ISPs, managing e-business applications infrastructure, what is e-marketing, e-marketing planning, tactics, strategies.

Total Periods: 30

Textbooks:

- T1. E- Business & E-commerce management, Dave Chaffey, Tania Hemphill & David Edmundson-Bird, Pearson, 2024, 8th Edition.
- T2. E-Commerce - E-business: Dr. C. S. Rayudu, Himalaya, 2022, 1st Edition.

Reference Books:

- R1. e-commerce strategy Technologies and applications, Whitley, David (2000), TMH, 2001, 1st Edition.
- R2. Electronic Commerce, Schneider, Gary P., and Perry, James T. Cengage Publishers, 2016, 12th edition.
- R3. E-commerce, The cutting edge of business, Bajaj, Kamlesh K, and Nag, Debjani, TMH, 2017, 2nd Edition.

Web Resources:

1. https://onlinecourses.nptel.ac.in/noc19_mg54/preview
2. <https://www.classcentral.com/course/swayam-e-business-14018>

251E00207c	MBA II-SEMESTER	L	T	P	C
	INDUSTRY 4.0 AND INNOVATION	2	0	0	2

Pre-Requisites: NIL

Course Objectives:

- CE01. To provide an overview of Industry 4.0 and technology-based innovations.
- CE02. To align the theory and concepts with the Industrial application of computers.
- CE03. To introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data, and Internet of Things.
- CE04. To discuss and demonstrate the applications and tools of Industry 4.0.
- CE05. To impart knowledge on innovation types, stages of the innovation process, and competitive advantage.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand the basic concepts of Industry 4.0 and new technologies in decision-making.
- CO2. Outline the features of Artificial Intelligence and application domains.
- CO3. Summarize the Big Data domain stack and Internet of Things.
- CO4. Identify the applications and Tools of Industry 4.0 and Learn and think about innovative ideas based on technology.
- CO5. Apply the knowledge in various industries based on technology to make effective and efficient managerial decisions.

SYLLABUS:

UNIT- I: INDUSTRY 4.0:

(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: ARTIFICIAL INTELLIGENCE:

(06 Periods)

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: BIG DATA AND IOT:

(06 Periods)

Big Data and IOT: Data: Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - 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: APPLICATIONS OF IOT:**(06 Periods)**

Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defense – 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: INNOVATION:**(04 Periods)**

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

Total Periods: 28**Textbooks:**

- T1. Managing Innovation - Joe Tidd, John Bessant & et.al., Wiley India Publishers, New Delhi, 2024, 8th Edition.
- T2. Introduction to Industry 4.0 and Industrial Internet of Things, Prof. Sudip Misra, IIT Kharagpur, CRC Press, 2021, 1st Edition.

Reference Books:

- R1. Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, Apress Publications, 2016, 1st edition

Web Resources:

1. <http://assets.press.princeton.edu/chapters/s9221.pdf>
 2. [https://www.researchgate.net/profile/Joe-](https://www.researchgate.net/profile/Joe-Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing- Innovation.pdf)
 3. [Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing- Innovation.pdf](https://www.researchgate.net/profile/Joe-Tidd/publication/285052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing- Innovation.pdf)
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251E00208	MBA II-SEMESTER DATA ANALYTICS LAB	L	T	P	C
		0	1	2	2

Pre-Requisites: NIL

Course Objectives:

- CE01. To explain the Basic Excel functions and instruct the procedure of macro creation.
- CE02. To provide knowledge on the use of various simple Excel functions, creation of workbooks and worksheets, and other actions on worksheets.
- CE03. To teach the students to refer to cells and names, and a few advanced Excel functions - Text, Date.
- CE04. To provide maximum knowledge on advanced Excel through lookup and pivot table functions, and also to make the students use Google Drive to conduct online surveys.

Course Outcomes:

On successful completion of the course, the student will be able to

- CO1. Understand the basic Excel functions and also macro creation
- CO2. Learn how to create, edit, protect, and name workbooks and worksheets.
- CO3. Application of referencing styles, basic formulas, Text, and Date functions while working with MS Excel.
- CO4. Present the data in the form of pivot tables, graphs, and charts effectively and efficiently, along with lookup functions
- CO5. Learn to conduct online surveys using Google Drive,

SYLLABUS:

UNIT-I: INTRODUCTION TO EXCEL (05 Periods)

Introduction to Excel - Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts – usage of Paste special.

UNIT- II: BASICS OF EXCEL (05 Periods)

Basics of Excel: Managing Worksheets and Workbooks. - Worksheet Vs. Workbook - Creating new worksheets and workbooks - Deleting worksheets and workbooks -Naming and renaming a worksheet - Toggling between worksheets and workbooks - Copy and Move Worksheets - Hide, Unhide, Group and Ungroup Cells -Hide and Unhide Worksheets -Save and Save As.

UNIT- III: ADVANCED EXCEL (06 Periods)

Advanced Excel: Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager) - Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).

UNIT- IV: ADVANCED EXCEL**(06 Periods)**

Advanced Excel II: Lookup Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). Logical Functions (IF, AND, OR). -Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS)- Conditional Formatting, Filtering, and Sorting. - Graphs, Charts, and Pivot Tables remove duplicates.

UNIT- V: CONDUCTING ONLINE SURVEYS**(03 Periods)**

Conducting Online surveys – Usage of Google Drive – Microsoft online surveys – sharing with the help of social media/ internet- getting responses from online surveys- sorting and filtering online surveys.

Total Periods: 25**Reference Books:**

- R1. MS Office Excel-Frye, PHI publications, 2019.
- R2. MS Office Access- Step by Step, PHI publications, 2013.
- R3. SPSS User Manual, IBM, 2025, version 31.

Web Resources:

1. <https://www.coursera.org/specializations/excel>
2. <https://www.coursera.org/specializations/everyday-excel>
3. <https://www.coursera.org/learn/excel-basics-data-analysis-ib>

