

MBA CBCS Regulations

**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**  
**UNDER CHOICE BASED CREDIT SYSTEM CBCS**  
**REGULATIONS - (2023-25)**

**For Regular students of University and Affiliated Colleges,  
Andhra Kesari University**

**(To come in to effect from the academic year 2023-25)  
Under National Education Programme (NEP)**

This new curriculum is based on the NEP, designed to prepare students for continuous and lifelong learning. The main focus and aim of this programme is to prepare students as entrepreneurs and intrapreneurs, with startup culture.

**1. GENERAL INFORMATION**

- Credit is concerned with the quantum of syllabus and work load assigned to a particular course.
- One credit = one lecture hour/week

Choice based credit system provides an opportunity to students to learn subject at their own place registering for more or less than the desired number of courses to secure post graduation degree. It allows to experience interdisciplinary approach in learning. It also enables the students to make the best use of expertise of the available faculty.

**(i) Programme-Course**

- A programme consists of a number of courses
- A course is a paper of the programme.
- A course may involve Lectures/Tutorials/Lab work/Seminars/Case studies/Group discussions/Role Playing/Project/Practical Training etc.
- The effort in the form of tutorials, lab work, seminars, case studies, group discussions, role playing, project, practical training, and covering 100 marks is assigned with 4 credits.
- The duration of the course is usually 15 lecture weeks
- Each course is assigned a suitable code.

**(ii) Classification of Courses**

The various courses offered to the students are below:

**(a) Core Course:**

Core Courses are those courses, the knowledge of which is essential for the students. These are the mandatory ones.

**(b) Ability Enhancement Course:**

**(c) Skill Enhancement Course:**

**(d) General Elective/Open Elective**

(e) Discipline Specific Elective

(f) Massive open online Courses

(iii) Semesters:

An academic year consists of two semesters.

- Even semester covers the period December to April, with fifteen lecture weeks.
- Odd semester Covers the Period August to December, fifteen weeks of which are lecture weeks.
- In each semester there are no preparatory holidays for semester end examinations, next semester follows immediately at the end of previous semester end examinations. Semester end examinations are on each working day without gap between two examinations.

## **2. Eligibility for admission into Two Year Degree of Master of Business Administration (M.B.A)**

The candidates applying for admission to the MBA programme must have passed the bachelor's degree examination at this university, which must have a minimum duration of three years, or an exam recognized by this university as equivalent. In addition, they must have passed the entrance exam required, as well as any other requirements currently in vogue for admission to the M.B.A. degree programme.

### **3. for passing the MBA Degree examination, the candidate has to fulfill the conditions prescribed here under:**

a) The Candidate must complete the programme of study at the University College that lasts for two academic years, each of which consists of two semesters with a total length of 16 weeks, including final exams.

b) The first year is divided into two semesters, with seven common subjects in each. Each of the second year's two semesters includes four common courses and four electives.

### **4. Industrial Training and Project Work:**

(i) Each student is required to complete an internship in one of the reputable corporate industrial companies for a period of eight weeks duration in the 4<sup>th</sup> semester of the Programme.

(ii) The project report which carries 100 marks is required for the internship.

(iii) At the completion of the fourth semester, a panel of examiners composed of an internal and an external examiner will conduct project VIVA-VOCE for 100 marks.

5. Medium of Instruction is English Only.

### **6. Scheme of Examination:**

There shall be four semester-end examinations over two academic years. Each course carries a maximum of 100 marks including 30 marks for sessionals. Duration of the semester-end examination is 3 hours for each paper of 70 marks. The sessional marks will be assigned on the basis of tests, quizzes, seminars, regularity, class room behavior, carry home assignments etc., by the faculty concerned

## **7. Attendance:**

Regular course of study, in a semester, means a minimum average attendance of 75 % in all the papers computed by totaling the number of periods of lectures, tutorials, and practical and project as the case may be, held in every paper as the denominator and the total number of periods attended by the student in all papers, as the numerator. However, a student has to possess a minimum attendance of 50 % in each subject.

No special consideration whatsoever in attendance will be given to any student for late admission due to any reason. If a student fails to achieve a minimum of 62.5% attendance in all papers combined and a minimum of 50% attendance in each subject, and if the principal is satisfied with the reason for the absence, payment for shortfall of attendance may be made. A student, who could not satisfy these requirements of attendance as given in clauses above, shall have to repeat that semester.

The organization where the student completes project work must provide the student with a certificate of satisfactory attendance, which must be submitted. In addition, within the period of first eight semesters following admission, a student must complete the course of study, satisfying the attendance criteria in all four semesters, failing which he/she shall forfeit his/her seat.

After obtaining written authorization from the principal and cancelling the prior attendance record and sessional marks for that semester, a student who has met the minimum attendance criteria in any semester may repeat that semester. The whole course of study must be completed during the first eight semesters, and no student may use this facility more than twice during the entire course of study.

## **8. Promotion:**

A candidate is eligible for promotion to the next semester if they have met the requirements for minimum attendance and have enrolled for the semester-end university examination by paying the necessary examination fee. Candidates who fail in their exams or absent for the semester-end university exam will not be detained.

## **9. Evaluation:**

For the semester-end exams, which also include project reports, there will be both internal and external evaluation.

## **10. Qualifying Marks for pass:**

a) i) All candidates who are taking an exam for the first time in a semester must register for all of the whole exams during that semester. If a candidate receives not less than 40% on each theory paper, practical, and project report in the semester-end university examination, as well as not less than 40% on the sum of the internal assessment and semester-end examination, the candidate will be deemed to have passed the entire examination or a portion of it.

ii) To pass the candidate must receive at least 40 out of a possible 100 points in the project VIVA-VOCE exam

b) If a candidate's project report doesn't receive passing marks, they should submit the revised report with the next batch of students.

c) After invalidating the prior theory examination results for that semester, a candidate who fails may still appear for the entire theory examination. It is only applicable to the semester-end examination.

d) No supplementary examinations will be administered. The failed candidate will have to take the exam again with the regular candidates of next batch.

### 11. Classification of successful candidates:

The classification will be on the basis of the total grade points obtained by the candidate in all the semesters put together and will be classified as follows:

#### Marks and Grading:

(1) Weighted Average Marks:

$$WAM = \frac{\sum n_i m_i}{\sum n_i}$$

$n_i$ : Number of credits for  $i^{\text{th}}$  course

$m_i$ : Marks obtained in the  $i^{\text{th}}$  course.

(2) Grade point average:  $GPA = 10^{-1} WAM$

The percentage of marks obtained by a student in a course will be indicated by a grade point and a letter grade.

Marks	Grade Point	Letter	Class
70-100	7.0-10.0	O	Outstanding
65-69	6.5-6.9	A+	First
60-64	6.0-6.4	A	First
55-59	5.5-5.9	B+	Second
50-54	5.0-5.4	B	Second
40-49	4.0-4.9	C	Third
00-39	0.0-3.9	F	Fail

### 3) Overall weighted percentage of Marks (OWPM):

$$OWPM = \frac{\sum_i \sum_k n_{ik} m_{ik}}{\sum_i \sum_k n_{ik}}; \text{ where } m_{ik} = \text{marks obtained in } i^{\text{th}} \text{ course of } K^{\text{th}} \text{ semester}$$

### 4) Cumulative grade point average (CGPA): $CGPA = 10^{-1} OWPM$

i) A candidate who secures 70% and above in the total aggregate marks, will be placed in OUTSTANDING (O).

ii) A candidate who secures 65% and above but less than 70% of marks in the total aggregate will be placed in FIRST (A+).

iii) A candidate who secures 60 % and above but less than 65%of total aggregate will be placed in FIRST (A).

iv) A candidate who secures 55% and above but less than 60 % of total aggregate will be placed in SECOND (B+).

v) A candidate who secures 50% and above but less than 55% of total aggregate will be placed in SECOND (B).

vi) A candidate who secures 40%of marks in each Course with an overall aggregate of 40%or above and above but less than 50%of total aggregate will be placed in THIRD(C).

NOTE: Marks and Graduation Certificates shall be issued by the Controller of Examinations as prescribed in these Regulations for each Semester.

## **12. Award of Ranks:**

Candidates who successfully completed all four semesters of the degree programme on their first attempt will be rated according to merit. Candidates who have taken supplementary exams are still eligible for classification, but they are not given consideration for the award of the rank. The top three students or 10% of the total number of students who took the four semester-ending exams will be awarded ranks.

## **13. Improvement:**

The candidates are permitted to improve their marks/class by taking Semester-end examinations in one or more papers after two years of their regular study as per the existing regulations and syllabi.

Note: The candidates shall be permitted to improve their marks with in a period of four years from the date of admission into first Semester.

## **14. Transitory Provision:**

a). Candidates who enrolled in the M.B.A. degree programme under the previous regulations and syllabus and were unable to pass any or all of the courses (papers) would be allowed to retake the test three times under the previous regulations and syllabus (s).

b).Candidates who met the minimum attendance criteria under the old regulations in any semester but who did not pass some exams after being given three chances as required must take the corresponding exams under the revised regulations, as determined by the chairman of the board of studies.

**15.**Theuniversity shall reserve the right to amend or modify or revise any of the above regulations whenever necessary.

Total Credits:

Credits Per Semester	Semester 1 25	Semester 2 25	Semester 3 23	Semester 4 27	Total 100
Credits Per Course	Core Courses: 16*3=48	Elective Courses AEC:3*2=6 SEC:3*2=6 GE :4*3=12 DSE:8*3=24	Internship/ Project:4	Total 100	

- CC: Core Course (Mandatory) : 18
- AEC: Ability Enhancement Course: 3
- SEC: Skill Enhancement Course: 3
- GE/OE: General Elective/Open Elective: 4
- DSE: Discipline Specific Elective : 8
- HPW- Hours Per Week
- IE- Internal Examination
- SEE- Semester End Examination

- \*Allcore papers are Mandatory
- Generic elective-choose two
- Multidisciplinary course/Project work is Mandatory
- Open electives are for the students of other departments. Minimum one paper should be opted. Extra credits may be earned by opting for more number of open electives depending on the interest of the student through self study.
- Interested students may register for MOOC with the approval of the concerned DDC.

**16(i)Core course:**

There may be a core course in every semester. This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme in a said discipline of study.

**16.(ii) Elective Course:**

- Elective course is a course which can be chosen from a pool of papers.It may be:
- Supportive to the discipline of study.
- Provide a expanded scope
- Enable an exposureto some other discipline/domain
- Nurture student’s proficiency skill.
- An elective may be “Generic Elective” focusing on those courses which add generic proficiency to the students.These electives shall be “Discipline Centric”.Three or Four papers may be offered, of which two may be chosen.
- Skill oriented Course and Multidisciplinary Course/Project are introduced as per Action plan of National Education Policy-NEP 2020.

- An elective may be “Open Elective” and shall be offered for other Disciplines only. At least one paper must be chosen for study as mandatory. More than one paper may be studied through self study.

ANDHRA KESARI UNIVERSITY

**MBA Course Structure and Syllabus as per CBCS Guidelines**

**SEMESTER -I**

Course Code	Course Title	Structure Code	Credits	HPW	Max. Marks	
					IE+SEE	Total
BUS1.1	Management Process & Organizational Behavior	CC	3	4	30+70	100
BUS1.2	Quantitative Techniques for Management	CC	3	4	30+70	100
BUS1.3	Business Environment and Legislation	CC	3	4	30+70	100
BUS1.4	Accounting for Managers	CC	3	4	30+70	100
COMPULSORY FOUNDATION						
BUS1.5 A	Business Communication	CC	3	4	70	100
BUS1.5 B	Life Skills & Soft Skills. (Internals)	SEC	2	2	30 IE	
BUS1.6 A	IT Applications for Management,	CC	3	4	70	100
BUS1.6 B	MS Excel (Lab) (Internals)	AEC	2	2	30 IE	
ELECTIVE FOUNDATION OPT-1						
BUS1.7	Managerial Economics	GE	3	4	30+70	100
BUS1.8	E-Commerce					
BUS1.9	Technology Management					
Total Credits			25	32	700	700

**Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits  
BUS 1.5 and 1.6 Papers have more depth subjects (With SEC & AEC) hence 5 Credits allotted with both Internal & External marks.**



## SEMESTER –2

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	Total
BUS2.1	Business Law	CC	3	4	30+70	100
BUS2.2	Financial Management	CC	3	4	30+70	100
BUS2.3	Marketing Management	CC	3	4	30+70	100
BUS2.4	Production & Operations Management	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS2.5 A	Human Resources Management	CC	3	4	70 SEE	70
BUS2.5 B	Mentoring & Coaching Skills	SEC	2	2	30 IE	30
BUS2.6 A	Research Methodology	CC	3	4	70SEE	70
BUS2.6 B	Minor Research Project using Statistical Packages	AEC	2	2	30 IE	30
	ELECTIVE FOUNDATION OPT-1					
BUS 2.7	Entrepreneurship Development and Start Up Management	GE	3	4	30+70	100
BUS 2.8	Business Intelligence					
BUS 2.9	Cyber Security					
	MOOCs					
	Total Credits		25	32	700	700
<p style="text-align: center;"><b>Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits</b>  <b>BUS 2.5 and 2.6 Papers have more depth subjects (With SEC &amp; AEC) hence 5 Credits allotted with both Internal &amp; External marks.</b></p>						

## SEMESTER-III

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	Total
BUS 3.1	Business Policy & Strategic Management	CC	3	4	30+70	100
BUS 3.2	Business Ethics & Corporate Governance	CC	3	4	30+70	100
BUS 3.3	Decision Support Systems & MIS	GE	3	4	70 SEE	70
Bus 3.3.1	Case Study Presentation of CSR/Ethical practices of 2 companies	AEC	2	2	30 IE	30
ELECTIVE PAPERS Choose any Two Specializations						
BUS 3.4M BUS 3.5M	MARKETING SPECILIZATION (Choose any Two Papers) 1. Advertising & Brand Management 2. Customer Relationship Management 3. Retail Management	DSE	3 3	4 4	30+70 30+70	100 100
BUS 3.4F BUS 3.5F	FINANCE SPECILIZATION (Choose any Two Papers) 1. Security Analysis & Portfolio Management 2. International Financial Management 3. Basics of Taxation	DSE	3 3	4 4	30+70 30+70	100 100
BUS 3.4HR BUS 3.5HR	HRM SPECILIZATION (Choose any Two Papers) 1. Industrial Relations & Labor Laws 2. Management Training & HRD 3. Organizational Change & Organizational Development	DSE	3 3	4 4	30+70 30+70	100 100
BUS 3.4 BA BUS 3.5 BA	BUSINESS ANALYTICS SPECILIZATION 1. Introduction to Business Analytics Tools 2. Data Visualization & Predictive Analysis 3. Big Data Analytics		3 3	4 4	30+70 30+70	100 100
MOOCS						
TOTAL			<b>23</b>	<b>30</b>	<b>700</b>	<b>700</b>
<p><b>Note: 7 Papers (3 Common + 2 Elective + 2 Common Specialization) for 700 marks with 23 Credits BUS 3.3 Paper has more depth subject (With AEC) hence 5 credits allotted with both Internal &amp; External marks</b></p>						

Note: In III Semester the student shall opt any two specialization groups with 2+2 Papers.

In IV Semester has the student shall continue the same groups of Specialization with 3+2 papers.

## SEMESTER -IV

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	TOTAL
BUS 4.1	Global Business	CC	3	4	30+70	100
BUS 4.2	Knowledge Management	CC	3	4	30+70	100
BUS 4.3	. Business Analytics	GE	3	4	70 SEE	70
BUS 4.3.1	Lab Data Analytics using Python	SEC	2	2	30 IE	30
	ELECTIVE PAPERS Choose any Two Specializations					
BUS 4.4M BUS 4.5M	MARKETING SPECILIZATION (Choose any Two Papers) 1. Logistics & Supply Chain Management 2. Rural & Agricultural Marketing 3. Social Media & Digital Marketing	DSE	3	4	30+70	100
BUS 4.4F BUS 4.5F	FINANCE SPECILIZATION (Choose any Two Papers) 1.Financial Derivatives 2. Management of Financial Services 3. Corporate Taxation	DSE	3	4	30+70	100
BUS 4.4HR BUS 4.5HR	HRM SPECILIZATION (Choose any Two Papers) 1. International Human Resource Management 2. Talent Management 3.Compensation Management	DSE	3	4	30+70	100
BUS 4.4 BA BUS 4.5 BA	BUSINESS ANALYTICS SPECILIZATION 1.Enterprise Resource Planning 2.Business Forecasting & Business Optimization 3.Machine Learning & Data Mining		3	4	30+70	100
	Internship/ Project	CC	4	2	50+50	100
	Project Viva-Voce	CC			100	100
	Total		27	32	900	900
<p><b>Note: 7 Papers (3common +2 Elective + 2 Common Specialization Papers and Project + Viva – Voce) for 900 Marks with 27 Credits.</b></p> <p><b>BUS 4.3 Paper has more depth subject (With SEC) Hence 5 Credits allotted with both Internal &amp; External marks.</b></p>						

**Note: In III Semester the students Shall opt any two Specialization groups with 2+2 papers In IV semester shall continue the same groups of specialization with 3+2 papers.**

**N.B. Project work/Internship and Viva – Voice marks will be shown in the IV Semester only.**

Total Credits:

Credits Per Semester	Semester 1 25	Semester 2 25	Semester 3 23	Semester 4 27	Total 100
Credits Per Course	Core Courses: 16*3=48	Elective Courses AEC:3*2=6 SEC:3*2=6 GE :4*3=12 DSE:8*3=24	Internship/ Project:4	Total 100	

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## MBA I SEMESTER SYLLABUS

### **BUS 1.1 - MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR**

#### **COURSE OUTCOMES:**

On successful completion of the course the learner will be able to:

- Describe the basic concepts in Management
- Explain in detail, all the theoretical concepts taught through the syllabus
- It helps the students to understand the Functions & Responsibilities of Managers
- It enables them to analyze and understand the Environment of the organization
- To understand human behaviour in an organization through Communication, Motivation, Group Dynamics, Leadership & Organizational Design

**Unit-I: Introduction:** Management Definitions, Significance, Levels, Skills, Role, Functions & Principles of Management . Management as an Art ,Science and Profession, Social responsibilities of business.

**Unit-II: Planning :** Nature, Importance, Types of Plans, Process of Planning, Forecasting – Techniques of Forecasting. Decision making: Types of Decisions, Decision Making process, MBO – Process.

**Organizing:** Concept, Importance, Departmentation : Bases of Departmentation, Formal & Informal organizations, Span of control: V.A. Gracuna's theory. Delegation & Decentralisation, Line & Staff, Conflicts between line & staff.

**Unit-III: Staffing:** Importance, functions of HRM, Elements of staffing

**Directing:** Importance, Elements of Direction. Supervision – Need & Skills of a supervisor.

Motivation: Process, Theories of Motivation Maslow's, MC Gregor, Herzbergs, MC Clelland, Porter & Lawler. Leadership: Leadership styles, Likert's system 4 Management, Managerial Grid theory. Communication – Importance, Process & Barriers

**Controlling :** Process, Methods of control

**Unit-IV: Organisational Behaviour:** Nature & Scope, Importance, key elements in Organisational Behaviour, Challenges & Opportunities for OB, Contributing disciplines to OB, OB Model.

Individual Behaviour: Foundations of Individual Behaviour, Perception – Process, factors Influencing perception, Barriers in perception, Personality theories.

**Unit- V:Group Dynamics:** Types of groups, Group formation, Group Cohesiveness Transactional Analysis & Johari window.

Organisational change: Process, Factors, Resistance to change and overcoming Resistance to change.

#### **Reference Books:**

1. Management and organisational Behaviour, P. Subba Rao, Himalaya Publishing House
2. Koontz, H and wihrich. H, Management, 10<sup>th</sup> Edition MC Graw
3. Management text & cases – VSP Rao, Excel Book
4. Fred Luthans, Organisational Behaviour, Tata MC Graw Hill

5. Stephen P. Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2006.
6. Aswathappa.K, Organisational Behaviour, Himalaya Publishing House, New Delhi.

## **BUS 1.2 -QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **COURSE OUTCOMES:**

On successful completion of the course the learner will be able to:

- To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions.
- To highlight the benefits as well as the limits of quantitative analysis in a real-world context.
- Apply the concepts of probabilistic distributions in solving problems.
- Recall the knowledge of hypothesis testing for large and small samples.
- Extend the ability to solve linear programming problems by graphical and simplex methods

**Unit I: Probability:** –Concept of Probability—Meaning and Definition—Approaches to Probability Theorems of Probability—Addition Theorem—Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes Theorem. Theoretical Distribution: Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve

**Unit II: Hypothesis Testing:-** Introduction, One sample test for testing, Mean and proportion of large and small samples, Two samples tests of difference between Mean for Large sample & Small samples, Hypothesis testing for Variance of populations, Paired sample t- test -Chi-Square test of Independence and Goodness of fitness.

**Unit III : Correlation and Regression:** Correlation: Concept, Significance and Types; Methods of Simple correlation - Karl Pearson's Coefficient of correlation, Spearman Rank correlation – Regression Concept and significance; Linear Regression, Regression lines, Regression vs. Correlation.

**Unit IV . Time Series:** Meaning and Significance –Utility, Components of Time Series-Measurement of Trend: Method of Least Squares, Linear trend, Parabolic trend, Method of moving averages ; Semi averages, Decision theory (Decision making under Certainty, Risk & Uncertainty ) ; Decision tree

**Unit V: Introduction to LPP** -Graphical method- Simplex Method, Big M Method, Simulation

### **Reference Books:**

1. Sharma,J.K., Fundamentals of Business Statistics, Pearson.
2. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand.
3. Arora, P.N., S. Arora Comprehensive Statistical Methods, S. Chand.
4. Sharma, J.K., Quantitative Methods-Theory & Applications, MacMillan.
5. Sharma JK., Operations Research: Theory & Applications ,McMilan India Ltd.
6. Problems in operations research methods and solutions-Pk Gupta Manmohan, Sultan Chand & Son

7. Richard I. Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, Latest Edition.
8. D.C..Sanchetti and Kapoor, Statistics, Sultan Chand.
9. G.C.Beri, Statistics For Management, Tata McGraw Hill. J.K. Sharma, Business Statistics: Pearson.
10. Research Methodology Methods and Techniques CR.Kothari. New Age International Publishers.

## **BUS 1.3: BUSINESS ENVIRONMENT & LEGISLATIONS**

### **Course Outcomes:**

On successful completion of the course the learner will be able to:

- To understand how the economy is affected by internal and external factors and how this in turn affects the business.
- How consumption affects business and economy
- To study the Economic, Political, Legal and Global environment of business.
- To study the nature and dimensions of evolving Business Environment in India to influence managerial decisions

**Unit I: Introduction to Business Environment:** Concept Nature and Significance of Business Environment, Types of Business Environment - Internal and External: Changing dimensions of Business Environment: Techniques of Environmental Scanning and Monitoring.

**Unit II: Economic Environment of Business:** Elements of Economic Environment and their significance for business – Economic Planning in India - Objectives and Achievements, Economic Reforms, NITI Aayog; Government Policies -Industrial Policy of 1991, Fiscal Policy, Foreign Trade Policy.

**Unit III: Political and Legal Environment of Business:** Elements of political and legal environment and their significance for business, Relationship between business and government: An overview of major laws affecting business - Patents Act 1970, SICA 1985, Consumer Protection Act 1986, FEMA 1999, IT Act 2000, Competition Act 2002, SEZ Act 2005.

**Unit IV: Socio-Cultural and Technological Environment:** Elements of socio-cultural environment and their impact on business -Social Audit, Technological Environment in India, Technology Transfer, Technology Policy.

**Unit V: Global Environment of Business:** Multinational Corporations, Foreign collaborations in the Indian business, International economic institutions- WTO,IMF, World Bank and their importance to India.

### **Reference Books:**

- 1) Francis Cherunilam, Business Environment, Himalaya Publishing house Mumbai.
- 2) Aswathappa. K., Essentials Business Environment, Himalaya Publishing House in Delhi.
- 3) Adhikary. M. Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- 4) G. Prasad, Business and Corporate Laws, Jai Bharathi Publishers.
- 5) Ferbando. A. C., Business Environment, Pearson.

- 6) Suresh Bedi, Business Environment, Excel Books, New Delhi.
- 7) Alag, Yoginder. K., Indian Development Planning and Policy, Vikas Publishers, New Delhi.
- 8) Shaleem Shaik, Business Environment, Pearson Education, New Delhi.
- 9) Krishna Rao. P., WTO- Text & Cases, PSG Excel series.
- 10) Justin Paul, Business Environment, Text & Cases, Tata McGraw Hill.
- 11) Chakravarthi. S., Development Planning, Oxford University press, New Delhi.
- 12) R. S. N. Pillai, Bhagavathi, Legal Aspects of Business, S. Chand, New Delhi.
- 13) Government of India, Economic Survey, Various issues.

## **BUS 1.4: ACCOUNTING FOR MANAGERS**

**Course Overview:** The Accounting for Managers course aims to equip students with a comprehensive understanding of managerial accounting concepts and techniques. It focuses on providing managers with the necessary tools to analyze financial information, make informed business decisions, and effectively communicate financial performance to stakeholders.

**Unit 1:** Introduction to Managerial Accounting: Nature, scope, and objectives of managerial accounting. Differences between financial accounting and managerial accounting. Role of managerial accounting in the decision-making process.

**Unit 2:** Cost Concepts and Cost Behaviour, Classification of costs (fixed, variable, semi-variable, etc.). Cost-volume-profit (CVP) analysis and break-even analysis. Relevant costs for decision-making. Costing Methods, Job costing and process costing, Activity-based costing (ABC) and its application.

**Unit 3:** Budgeting and Performance Evaluation, Preparation and components of master budgets. Variance analysis for performance evaluation. Capital budgeting techniques (Net Present Value, Internal Rate of Return, etc.). Target costing and life cycle costing. Value chain analysis and cost drivers. Strategic pricing and cost leadership.

**Unit 4:** Decision Making with Relevant Information: Short-term decision making (Make or Buy, Special Order, etc.). Pricing decisions and the use of cost-plus pricing. Limiting factors and decision making under constraints. Analysis of financial statements (Income Statement, Balance Sheet, Cash Flow Statement). Ratio analysis and its significance in assessing financial performance. Interpreting financial statements for managerial decision-making.

**Unit 5:** Ethics and Sustainability in Managerial Accounting. Ethical considerations in managerial accounting practices. Environmental and social accounting for sustainable business practices.



**Recommended Textbooks:**

"Management Accounting: Principles and Applications" by Colin Drury.

"Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, et al.

Note: The syllabus provided here is a general outline and may vary based on the specific university's requirements and curriculum. It is recommended to refer to the official syllabus provided by the university for the most accurate and up-to-date information.

## **BUS 1.5 A: BUSINESS COMMUNICATION**

**Course Outcomes:**

On successful completion of the course the learner will be able to:

- To provide an overview of Prerequisites to Business Communication.
- To provide an outline to effective Organisational Communication.
- To underline the nuances of Business communication and
- To impart the correct practices of the strategies of Effective Business writing.

**UNIT-I:** Business communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers – Significance of communication to managers.

**UNIT- II: Media of Communication:** Verbal & non-verbal. Oral communication: Forms – advantages and limitations. Written communication: Forms – advantages and limitations. Non- verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.

**UNIT – III: Channels of Communication:** Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.

**UNIT – IV: Listening:** importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.

**UNIT – V: Report writing:** Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – House Journals. Negotiation: Meaning and process of negotiation – essential skills of negotiation – art of negotiation – measures to improve negotiation skills among managers.

**Reference Books:**

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

### **BUS1.5 B: LIFE SKILLS & SOFT SKILLS**

Life Skills: Communication skills, Problem-Solving skills, Decision-Making skills, Critical thinking, Creative thinking, Interpersonal Relationship Skills, Coping with Stress & Emotions , Empathy ,Self-awareness, Leadership Skills.

Soft Skills: Communication Skills, Verbal & Non-Verbal Communication, Body language, Acting as a Team player, Time Management abilities, Self-confidence, Resume & Interview skills.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc.

# **BUS 1.6 A: IT APPLICATIONS FOR MANAGEMENT**

## **Course Outcomes:**

On successful completion of the course the learner will be able to:

- To provide an understanding of fundamentals of computer and networks
- To provide the basics of the processes associated with developing computer based systems for modern organizations.
- To provide a critical understanding on programming basics using C language
- To provide a strong foundation on documentation ,presentation, spreadsheets using MS Office.
- To provide basic fundamentals of cyber security issues

**Unit- I: Introduction to Computers:** Evolution & Generations of Computers-Elements of computer- Characteristics of a computer-Classification of Computers-Basic Computer Architecture-Input Output devices- Storage devices-Hardware and software-Networks.-Types of Networks LAN WAN MAN ,Network topologies

**Unit-II: MS Word-** Creation of Document-format document-Text Editing and saving-Organising information with tables and outlines-Mail merge-Index Printing

**MS PowerPoint** Features of PowerPoint-Creation of slides- Use of templates and slide designs, Slide master, Animation Timings, Action buttons, Rehearse Narration, Slideshow

**Unit- III: MS Excel:** Creating and Editing Worksheets-Cell formatting-Creating and using formulas and functions- Use of Macros-Sorting and Filtering data-Working with Graphs and Charts Tables & Pivot Table

**Unit-IV: Introduction to the C Language:**, Data Types, Variables, Constants, Input/Output, Operators(Arithmetic, relational, logical, bitwise ).Selection Statements(making decisions) if and switch statements, Loops-while, for, do-while statements, Functions: Functions basics, user-defined functions, recursive functions, Arrays: Basic concepts, one-dimensional arrays, two-dimensional arrays multidimensional arrays.

**Unit-V: Security and Ethical challenges in IT** - Need for Security-Security Threats and Attacks, Malicious Software, Hacking -Security Mechanisms- Cryptography, Digital signature, Firewall Types of Firewalls identification & Authentication Biometric Techniques-Security policies -Need for legislation, cyber laws, cyber security issues

## **Reference Books:**

1. Introduction to computers Peter Norton-Sixth Edition-Tata MC Graw Hill ,2009
2. Introduction to Information Technology. Rajaraman- Prentice Hall India,2008
3. Cox et al – 2007 Microsoft Office System step-by-step, first edition,PHI,2007
4. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, first edition, prentice hall India, 2007.
5. Fundamentals of information Technology Alexis Leon Mathews Leon,Vikas Publishing House
6. Computer Applications in Management Ritendra Goel, DN Kakkar New age International publishers
7. Programming Using the C Language : Hutchison, Robert C Mac Graw Hill

## BUS 1.6 B: MS EXCEL LAB

- Functions in Spreadsheet Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard ,handling formulae
- Using macros
- Creating Tables Pivot-table
- Charts and Graphs-Creating Previewing and Modifying Charts
- C programs on Loop (for, while, do while), Conditions ( ifIf else)- Functions ,Arrays

## BUS 1.7: MANAGERIAL ECONOMICS

### Course Outcomes:

On successful completion of the course the learner will be able to:

- To equip students with skill sets in applying analytical approaches
- To study how individuals and business units deal with the fundamental problems of scarce resources.
- To apply micro economic concepts and techniques in evaluating business decisions taken by firms.
- To explain how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

**Unit -I: Introduction** :Definition, Nature, Scope, Significance of Managerial Economics - Profit maximization Vs Wealth maximization, Sales revenue maximization - Fundamental concepts – Opportunity cost - Incremental cost - Marginal cost - Time perspective - Discounting principle – Equimarginal principle - Role and Responsibilities of Managerial Economist in decision making.

**Unit–II: Consumer Equilibrium under Ordinal and Cardinal Utility Theories** : Indifference Curve Analysis - Income Substitution and Price Effects - Demand Analysis - Law of Demand - Demand Function and determinants of Market Demand - Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision- Making Methods of Demand Forecasting.

**Unit - III: Concept of Production Function:** Total Product, Marginal and Average Product Curves, their derivation and interrelationships - The law of Diminishing Marginal Returns in Production - Firm;Equilibrium Isoquant and Isocost analysis concept of least-Cost Combination of inputs –The law of returns to scale - Cobb-Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and Proportion, Cost functions - Derivation of total, marginal and average cost functions – Long run cost Curves - Managerial uses of Cost Concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

**Unit -IV: Market Structures and Their Characteristics:** Pricing and output decisions of firm under different market structures - Perfect Competitions pure monopoly, Oligopoly, Monopolistic/imperfect competition under short and long runs discriminating monopoly and its extensions in managerial decision making, Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity

under Oligopoly -Non-Price Competition under Monopolistic Competition Selling Costs and Products Differentiation - Evaluation of Market Structures from Social Perspective

**Unit -V: Pricing Practices of Firms :** Objectives of Pricing Policy-Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price- Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

**Reference Books:**

1. William Baumol, & Quot; Economic theory and Operations Analysis & quot;, PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, Managerial Economics - Tools for Today's Decision Makers & quot;, Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, & quot; Managerial Economics: Application, Strategy and Tactics&quot;, Cengage Learning.
5. Suma Damodaran, &quot;Managerial Economics&quot;, Oxford University Press.
6. G.S. Gupta, &quot;Managerial Economics&quot;, Tata McGraw-Hill
7. Atmanand, &quot;Managerial Economics&quot;,, Excel Books.
- 8.. Ahuja, H.L., Managerial Economics, S.Chand.

## **BUS 1.8: E- COMMERCE**

**Course Outcomes:**

On successful completion of the course the learner will be able to:

- To Describe e-Business framework.
- To explain electronic system for payment.
- To Describe the use of e-Business advertising and marketing.
- To Understand business documents and digital library.
- To Understand the usage of social media systems for e-Business.

**Unit- I:** Introduction to E-Commerce: A Brief History, E-Commerce Web Site: A systematic Approach, The e-Commerce security environment, Security threats in the e-Commerce environment, Technology solution, Management policies, Business procedures, and public laws.

**Unit-II:** E-Business business models and concepts, The internet and World Wide Web: E Business infrastructure E-Business Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-Business areas, How the Internet and the web change business: strategy, structure and process, The Internet: Technology Background, The Internet Today, Internet II- The Future Infrastructure,

**Unit-III:** Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. e-BUSINESS PAYMENTS AND SECURITY - E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

**Unit-IV:** E-Business marketing concepts, Online retailing and services Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, E-Business marketing and business strategies, The Retail sector, Analyzing the viability of online firms,

E-Business in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services

**Unit-V** : Social networks, auctions, and portals Social networks and online communities, Online auctions, E-Business portals

### Reference Books

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. PT. Joseph, E-Commerce: an Indian perspective, PHI
3. E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley.
4. RaviKalakota, Andrew B. Whinston, "Electronic Commerce -A Manager's guide", Addison-Wesley.
5. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Business–A ManagerialPerspective", Addison-Wesley.
6. Elias M Award, "Electronic Business from Vision to Fulfilment", 3rd Edition, PHI, Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3<sup>RD</sup>Edition, Pearson Education

## BUS 1.9: TECHNOLOGY MANAGEMENT

### Course Outcomes:

On successful completion of the course the learner will be able to:

- Provide an overview of various issues connected with Management of Technology in organizations.
- Provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption.
- It also provides an appreciation of linkages of technology with policy and support systems.

**Unit – I: Introduction:** Definitions, Role and importance , Technology developments, implications of Technology Management, Technology change, Technology Life Cycle, Diffusion and Growth of Technologies, Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

**Unit– II: Technology Development and Acquisition:** Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

**Unit– III: Technology Transfer :** Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

**Unit – IV: Technology Absorption and Diffusion :** Technology - package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption. Technology Assessment (TA) Organization and Management of

Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

**Unit – V: Technology Environment:** Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems: Financing - Venture Capital, Technology up-gradation, Technology Information Systems (TIS) , Technology Strategy for a firm, Technology Gaps and needs, Evaluation of Technology option and Routes, R&D Resource Management.

**Reference Books:**

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

**MBA Course Structure and Syllabus as per CBCS Guidelines SEMESTER –II**

Course Code	Course Title	Structure Code	Credits	HPW	Max Marks IE+SEE 30+70=100	Total
BUS2.1	Business Law	CC	3	4	30+70	100
BUS2.2	Financial Management	CC	3	4	30+70	100
BUS2.3	Marketing Management	CC	3	4	30+70	100
BUS2.4	Production & Operations Management	CC	3	4	30+70	100
	COMPULSORY FOUNDATION					
BUS2.5 A	Human Resources Management	CC	3	4	70 SEE	70
BUS2.5 B	Mentoring & Coaching Skills	SEC	2	2	30 IE	30
BUS2.6 A	Research Methodology	CC	3	4	70SEE	70
BUS2.6 B	Minor Research Project using Statistical Packages	AEC	2	2	30 IE	30
	ELECTIVE FOUNDATION OPT-1					
BUS 2.7	Entrepreneurship Development and Start Up Management	GE	3	4	30+70	100
BUS 2.8	Business Intelligence					
BUS 2.9	Cyber Security					
	MOOCs					
	Total Credits		25	32	700	700

**Note: 7 Papers (6 Common + 1 Elective) for 700 marks with 25 credits  
BUS 2.5 and 2.6 Papers have more depth subjects (With SEC & AEC) hence 5 Credits allotted with both Internal & External marks.**



## II SEMESTER

### BUS 2.1 :BUSINESS LAW

#### COURSE LEARNING OUTCOMES (CLOs) :

On successful completion of the course the learner will be able to:

1. Provide knowledge of general business law issues to the students
2. It aims at providing a rich source of contemporary knowledge, basic concepts, emerging ideas & techniques in the field of law
3. To Identify the fundamental legal principles behind contractual agreements
4. To understand the legal and fiscal structure of different forms of business organizations.

**Unit-I: Indian Contract Act – 1872:** Law of Contract, Essentials of Valid Contract, Classification of contracts, Offer & Acceptance, Consideration, Capacity to contract, Free consent, Breach of contracts and its Remedies.

**Unit -II: Negotiable Instruments Act – 1881:** Negotiable Instruments – Promissory Note, Bills of Exchange & Cheque, Differences, Essential elements, Parties to Negotiable Instruments , Dishonour & Discharge of a Negotiable Instrument.

**Unit- III: Special Contracts** –Indemnity and Guarantee, Bailment and Pledge, Contract of Agency

**Unit-IV: Sale of Goods Act – 1930,** Essentials of Sale Contract, Conditions & Warranties, Transfer of Property , Rights of an unpaid seller

**Unit-V: Companies Act, 2013:** Definition of company – Characteristics - Classification of Companies Formation of Company -Memorandum and Articles of Association – Prospectus – Company Meetings & Resolutions, Winding up.

#### Reference Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8th Ed, Vikas Publishing House Pvt. Ltd.
3. AkhileshwarPathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
4. S.S Gulshan, Business laws, 2010, Excel Books.
5. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
8. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.

## BUS 2.2: FINANCIAL MANAGEMENT

### COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

1. To Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
  3. Improving students' understanding of the time value of money concept and the role of a finance manager in the current competitive business scenario.
4. Enhancing student's ability in short-term dealing with day-to-day working capital decision and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.
5. To know different short term and long term finance markets

**Unit- I: FINANCIAL MANAGEMENT:** - Financial Management and the goals of the firm – Organization of finance function – Time Value of Money-Agency conflict

**Unit-II: INVESTMENT DECISIONS:** Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

**Unit-III: FINANCE DECISIONS:** Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

CAPITAL STRUCTURE: Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

COST OF CAPITAL: Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

**Unit-IV: DIVIDEND DECISIONS:**– Dividend Theories – Traditional position – Walter's Model – Gordon's Model – M-M Hypothesis.

**Unit-V: WORKING CAPITAL MANAGEMENT:** Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

### Reference Books:

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonathan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
4. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon, Ezra and Pringle, John. J. "An Introduction to Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna "Financial Management", Tata McGraw Hill Pub.Co.Ltd, New Delhi.
9. Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
10. Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New Delhi.
11. Srivatsava R.M. "Essentials of Business Financial", Himalaya Publishing House,
12. Alice C Lee, J C Lee, C F Lee "Financial Analysis, Planning and Forecasting", Cambridge University

## **BUS 2.3 :MARKETING MANAGEMENT**

### **COURSE LEARNING OUTCOMES (CLOs):**

On successful completion of the course the learner will be able to:

1. Understand the concepts of Marketing Management
2. To learn about Marketing process for different types of products and services
3. To understand the tools used by Marketing managers in decision situations
4. To understand the Marketing Environment and to analyse and examine the implementation of Marketing concepts and strategy to firms.

**Unit -I: Importance and Scope of Marketing:** Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

**Unit -II: Marketing Information System and Marketing Research:** Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

**Unit -III: Development of Marketing Offerings Strategy:** New Product Development–Product line and Decisions–Product-mix–Product Differentiation –Product Life Cycle Management - Brand Management - Packaging.

**Unit- IV: Pricing Strategies and Programs:** Setting the Price – Adapting the Price –Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

**Unit -V: Communicating Value:** Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion –Events and Public Relations and Competitive Marketing Strategies- Emerging Trends in Marketing: Network Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing- etc.

### **Reference Books:**

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage India.
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.
9. Ramanuj Majumdar , Consumer Behaviour insights from Indian Market, PHI, 2010

## **BUS 2.4: PRODUCTION AND OPERATIONS MANAGEMENT**

### **COURSE LEARNING OUTCOMES (CLOs):**

On successful completion of the course the learner will be able to:

1. Provide students with a foundational understanding of Operations Management
2. Educate students about the obligations and duties of various organisational environments for operations managers
3. To increase students self-assurance in handling production and operational tasks in the industrial and service sectors
4. To define an operations system's boundaries, and know how it connects to other functional sections of the company and its surrounding surroundings.

**Unit-1: Introduction to Operations Management:** Nature, Importance, Scope and Functions of Operations and Operations Management - Evolution of Operations Management - Types of Production/Operations Systems. Design of production processes Allocating resources to strategic alternatives. ( Numerical types of LPP)

**Unit-II: Capacity, Location and Layout planning:** Capacity planning – Framework and Types; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions - Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning-ERP

**Unit- 3: Supply Chain, Purchase and Stores Management:** Supply Chain Management – Framework, principles, electronic supply chain management. Materials Requirement Planning – Planning Elements and Inputs (Numerical); Purchase Management – Principles, Process and Types of Purchasing Systems; Stores Management – Functions, Location, Layout and Accounting Procedures

**Unit- 4: Inventory Management and Work study:** Inventory Management – Meaning, Types, Costs and Models – Purchasing Model without and with Shortages, Manufacturing Model without and with Shortages (Numerical), Selective Inventory Controlling Techniques (Numerical); Work study – Method study – Steps and Recording Techniques, Work Measurement (Time study) – Steps, Techniques and Estimation of Standard time (Numerical)

**Unit -5: Quality, Maintenance and Project Management:** Quality Management – Concepts-TQM, Six sigma, ISO-9000 Standards, quality circles, cost of quality, acceptance sampling, Statistical Quality Control charts –  $\bar{X}$  and Range , c chart and p chart (Numerical); Maintenance Management – Functions, Objectives, Types of plant maintenance, Cost balance, Types of failures, machine replacement problems, Project Management – Meaning, Phases / Framework, Roles and Responsibilities of Project manager- PERT-CPM.

## Reference Books:

1. Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
2. R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015 29 MBA syllabus 2020
4. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management , Himalaya Publishing House, 2014
6. Chunnawals, Production & Operation Management Himalaya, Mumbai
7. Upendra Kachru: Operation Management, Excel Publications.
8. Chary , S.N. Production and Operation Management, New Delhi, Tata McGraw Hill
9. Kanishka Bedi, Production & Operation Management, University Press.

## BUS 2.5 A: HUMAN RESOURCE MANAGEMENT

### COURSE LEARNING OUTCOMES (CLOs):

- On successful completion of the course the learner will be able to:
- To develop an understanding on various issues, approaches and practices of Human Resource Management and ability to identify potential employees, evaluate competences, design workforces & build HR driven corporate strategies.
- Transform Human beings into Human Resources
- Build Global Level HR Managers & Create Agile Workforce
- Innovate Winning Organizations

**Unit-I: Human Resource Management:** Nature and Significance, Functions of HRM, Qualities and Role of HR Manager, HRM Models, HRM in a Changing Environment, Emerging HR Trends. International HRM, Global HRM, Strategic HRM, HR Analytics . HR Score Card. Job Analysis – Objectives and Methods of job analysis.

**Unit-II: Human Resource Planning:** Objectives, Process, Factors affecting HR Planning, Recruitment – Purpose, Process, Factors influencing Recruitment, Sources of Recruitment. Selection Process,: Testing & Interviews, Placement, Induction and Socialization.

**Unit-III: Employee Training:** Significance, Types, Process of Training, On the job & Off the job methods of Training, Management Development Programmes: Methods of MDP/EDP, Performance Appraisal – Objectives, Process, Methods; Traditional & Modern, Problems of Performance Appraisal. Potential Appraisal.

**Unit-IV: Job Evaluation:** Significance, Process, Methods and Problems: Career Planning: Concept, Career Stages, Process. Career Development: Individual Career Development & Organisational Career Development. Succession Planning.

**Unit-V: Employee Grievances and Discipline:** Grievance – Need, Causes, Model Grievance Procedure. Discipline: Causes of Indiscipline, Approaches, Red Hot Stove Rule, Disciplinary Procedure according to Standing orders. Quality of Work Life(QWL):Meaning, Conditions, Strategies for improvement of QWL.

### Reference Books:

1. Aswathappa K., Human Resource and Personnel Management, 2<sup>nd</sup> Edition, Tata MC Graw Hill, New Delhi, 2001.
2. De Cenzo, & Stephen P. Robbins, Personnel/Human Resource Management, Pearson Publications,
3. Edwin B.Flippo, Personnel Management, MCGraw-Hill.
4. Dessler, Human Resource Management 10<sup>th</sup> Edition Pearson Education
5. P. Subba Rao, Human Resource Management, and Industrial Relations Himalaya Publishing House, New Delhi.
6. VS.P. Rao, Human Resource Management, Excel Books, New Delhi.

## **BUS 2.5 B: MENTORING & COACHING SKILLS**

**Effective Coaching and Mentoring Skills:** Active listening, Empathy and understanding, Questioning., Communication, Giving feedback., Goal-setting, Checking in, Enthusiasm.

Mentoring Skills: The 5 C's of Mentoring : Challenges, Choices, Consequences, Creative solutions and Conclusions.

Framework for Awarding Marks:

Activities related to the above skills which include Role play, Case study analysis, Group discussion exercise etc. or Assignments related to the skills can be undertaken.

## BUS 2.6 A: RESEARCH METHODOLOGY

### COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the Business/Research problem.
- Develop an understanding on various kinds of Research, Objectives of doing research, Research process, Research designs and Sampling.
- To provide basic knowledge on qualitative research techniques  
To provide adequate knowledge on Measurement & Scaling techniques as well as quantitative data analysis.
- To familiarize students with Statistical packages such as SPSS.

**Unit-I: Foundations of Research:** Meaning, types of research, Research Process. Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

**Unit-II: Variable Types:** Independent & Dependent variables Exogenous & Endogenous Variables, Qualitative and Quantitative Research: Qualitative research- Quantitative research-Concept of measurement, Validity and Reliability. Levels of measurement, Nominal, Ordinal, Interval, Ratio.

**Unit-III: Sampling:** Characteristics of a good sample, Types of sampling- Probability Sampling Types, Non-Probability Sampling Types, Determining size of the sample, Primary and Secondary Sources– Methods of Data Collection– Primary data collection techniques & Secondary data Collection, Questionnaire Design

**Unit –IV: Multivariate Data analysis:** ANOVA one way /two way, Multiple Correlation & Multiple Regression, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques.

**Unit-V: Automated Data Analysis Using SPSS:** Data Preparation- Univariate analysis (frequency tables, bar charts, piecharts, percentages, Bivariate analysis- Cross tabulations and Chi-square test including testing hypothesis of association. Performing T several t -Tests, ANOVA, Correlation, Regression in SPSS

### Reference Books:

1. CT Kothari & Gaurav Garg, Research Methodology, New Age International Publishers, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010
5. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”.
6. Richard A. Johnson & Dean W. Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.



## **BUS 2.6 B: MINOR RESEARCH PROJECT USING STATISTICAL PACKAGES**

Students are required to undertake a Minor Research project on any topic in any functional area (HR/Marketing/Finance) during the second semester. It should be monitored by the faculty teaching RM. They are required to collect either primary/secondary data and do the analysis by using any of the statistical packages such as SPSS/Minitab/Jamovi. They are required to submit a 10-15 pages printed report by the semester end to the concerned faculty who in turn should evaluate the report and award marks. The project has to be done individually.

## **BUS 2.7: ENTREPRENEURSHIP DEVELOPMENT & START UP MANAGEMENT**

### **COURSE LEARNING OUTCOMES (CLOs)**

On successful completion of the course the learner will be able to:

- i. Recognize and understand the concept of How to Build a Startup Management Team
- ii. Entrepreneurs acquire resources and persuade others to invest in their novel venture.
- iii. Identify the various environmental factors, external to the individual,
- iv. Outline how entrepreneurship connects to innovation in small firms and new ventures.

**Unit I: Introduction: Entrepreneurship** – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

**Unit II: Idea Generation and Opportunity Assessment:** Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

**Unit III: Project preparation and Financing Ventures:** Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

**Unit IV: Institutions Supporting Small Business Enterprises:** Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

**Unit V: Start Up Management:** What Is A Startup: Definition, Characteristics And Their Types- How to Build a Startup Management Team- Startup Management Team Roles- Complete Your Team with Expert Software Developers

#### **Recommended Books:**

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.

## **BUS 2.8: BUSINESS INTELLIGENCE**

### **COURSE LEARNING OUTCOMES (CLOs):**

On successful completion of the course the learner will be able to:

- i. To understand how business intelligence improves in six key areas
- ii. To develop understanding about the BI implementation process
- iii. To understand the Top 25 Business Intelligence Tools,
- iv. To understand the additional Business Intelligence Software platforms

**Unit-I: Business Intelligence (BI)** - What is business intelligence?How business intelligence works-Why companies benefit from using business intelligence tools- how business intelligence improves in six key areas: Customer experience, Sales and marketing, Operations, Finance, Inventory control, Security and compliance

**Unit-II:** BI uses some terms like: Big Data - Data Warehouse - Data Mining- BI implementation process - Impact of Business Intelligence - Challenges with BI Implementation

**Unit-III: Business Intelligence tools (BI Tools)-** uses of BI Tools -BI and its significant effects - BI tools to implement it effectively.-Top 25 Business Intelligence Tools

**Unit -IV: Enterprise Business Intelligence Platforms-** Oracle NetSuite-Integrate.io-Zoho Analytics- HubSpot- Query.me -SAS – Birst- WebFOCUS- usinessObject- IBM Cognos – MicroStrategy- Pentaho Database Integrated Products- Microsoft BI and Power BI- Oracle BI (OBIEE+ and Endeca) - SAP BW + HANA - Oracle Hyperion

**Unit- V: Data Discovery And Visualization Platforms** - Qlik and QlikSense - Tableau - Board - Sisense - Adaptive Discovery;

**Niche And Innovative Platforms:-**Yellowfin BI - Style Intelligence - Bizzscore - Jaspersoft.;

**Additional Business Intelligence Software platforms:** Looker - Targit BI - MITS Distributors Analytics – Domo - Artus:

### **Recommended Reading**

- i. Best Software Testing Tools 2023 [QA Test Automation Tools]
- ii. 10+ Best Data Governance Tools To Fulfill Your Data Needs In 2023
- iii. Top 14 BEST Test Data Management Tools In 2023
- iv. Top 10 Data Science Tools in 2023 to Eliminate Programming
- v. 10 Best Data Masking Tools and Software In 2023
- vi. The 4 Steps to Business Intelligence (BI) Testing: How to Test Business Data
- vii. Top 10 Best Test Data Generation Tools in 2023
- viii. 10+ Best Data Collection Tools With Data Gathering Strategies

## BUS 2.9: CYBER SECURITY

### COURSE LEARNING OUTCOMES (CLOs):

On successful completion of the course the learner will be able to:

- v. To understand the basic terminologies related to cyber security and current cyber security threat landscape.
- vi. To develop understanding about the type and nature of cyber crimes
- vii. To understand the legal
- viii. framework that exist in India for cyber crimes and penalties and punishments for such crimes,
- ix. To understand the aspects related to personal data privacy and security.
  
- x. To get insights into riskbased assessment, requirement of security controls and need for cyber security audit and compliance.

**Unit-I: Overview of Cyber security** Cyber security increasing threat landscape, Cyber security terminologies- Cyberspace, attack, attack vector, attack surface, threat, risk, vulnerability, exploit, exploitation, hacker., Non-state actors, Cyber terrorism, Protection of end user machine, Critical IT and National Critical Infrastructure, Cyberwarfare, Case Studies.

**Unit-II: Cyber crimes** Cyber crimes targeting Computer systems and Mobiles- data diddling attacks, spyware, logic bombs, DoS, DDoS, APTs, virus, Trojans, ransomware, data breach., Online scams and frauds- email scams, Phishing, Vishing, Smishing, Online job fraud, Online sextortion, Debit/ credit card fraud, Online payment fraud, Cyberbullying, website defacement, Cybersquatting, Pharming, Cyber espionage, Cryptojacking, Darknet- illegal trades, drug trafficking, human trafficking., Social Media Scams & Frauds- impersonation, identity theft, job scams, misinformation, fake news, cyber crime against persons - cyber grooming, child pornography, cyber stalking., Social Engineering attacks, Cyber Police stations, Crime reporting procedure, Case studies.

**Unit-III: Cyber Law** Cyber crime and legal landscape around the world, IT Act,2000 and its amendments. Limitations of IT Act, 2000. Cyber crime and punishments, Cyber Laws and Legal and ethical aspects related to new technologies- AI/ML, IoT, Blockchain, Darknet and Social media, Cyber Laws of other countries, Case Studies.

**Unit IV: Data Privacy and Data Security** Defining data, meta-data, big data, nonpersonal data. Data protection, Data privacy and data security, Personal Data Protection Bill and its compliance, Data protection principles, Big data security issues and challenges, Data protection regulations of other countries- General Data Protection Regulations(GDPR),2016 Personal Information Protection and Electronic Documents Act (PIPEDA)., Social media- data privacy and security issues.

**Unit V: Cyber security Management** - Compliance and Governance Cyber security Plan- cyber security policy, cyber crises management plan., Business continuity, Risk assessment, Types of security controls and their goals, Cyber security audit and compliance, National cyber security policy and strategy.

**Practical 1.** Setting privacy settings on social media platforms. 2. Do's and Don'ts for posting content on Social media platforms. 3. Registering complaints on a Social media platform.

**Practical 2.** Prepare password policy for computer and mobile device. 2. List out security controls for computer and implement technical security controls in the personal computer. 3. List out security controls for mobile phone and implement technical security controls in the personal mobile phone. 4. Log into computer system as an administrator and check the security policies in the system.

**Practical 3.** Platforms for reporting cyber crimes. 2. Checklist for reporting cyber crimes online.

## **REFERENCES**

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.
2. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
3. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.
4. Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.
5. Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.
6. Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning. Practical Work.

**BUS 1.1**

**MBA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**MANAGEMENT PROCESS AND ORGANSATIONAL  
BEHAVIOUR**

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**TIME: 3 Hrs.**

**Maximum: 70 Marks**

**SECTION - A (5 x 3=15 M)**

Answer any FIVE of the following

1. Formal organisation & Informal groups
2. Control techniques
3. Organisational commitment
4. Job satisfaction
5. Steps in the decision-making process.
6. MBO
7. Managerial Grid Theory
8. Communication

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

- 9 (a) What is management? Explain the importance and levels of Management

Or

- (b) Explain whether the management is Science, Art or Profession with examples?
- 10 a) What is decision making? Explain different types of decisions with examples?

Or

- (b) What is planning and explain the process of planning.

- 11(a) What is the difference between formal and informal organizations?

Or

- (b) Explain the V.A. Gracuna'a Theory

- 12(a) What is motivation? Enumerate MC Clelland theory of Motivation.

Or

- (b) What is communication? Explain the importance of communication in business organizations.

- 13(a) Explain the meaning of personality. What are the determinants of personality?

Or

- (b) Define leadership. Explain the styles of leadership.

## SECTION C - (1 x15 = 15 marks)

### Compulsory

#### 14. Case Study:

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make “unique”/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: “Madam, Giri sir, scares the hell out of us by re~using to listen to our point to view”. Raj an executive at R.P. Communications had

revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky found it hard to believe that a likeable person such as Giri could cause conflict. Nicky had promised the creative team to look into the matter and have a talk with Giri also. After an informal chat with Giri, Nicky felt that one of the causes of Giri’s behaviour could be Role Ambiguity. This she had concluded from one statement made by Giri “You know Nicky, my team is good, however, they expect me to behave as I was before. I am trying my best to convince them that in my new role I am expected to perform even better than before”. Nicky decided to seek the help of CEO of learn & Grow Leadership Centre (LSLG), a Training firm, who regularly holds workshops meant for helping professionals and executives of firm~ to diagnose their own behaviour patterns as well on how to manage the stress that could cause various levels of conflicts for the individual as well as the

organisation.

#### Questions for Discussion

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri's behaviour? Why? Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?



BUS 1.2

**MBA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**QUANTATIVE TECHNIQUES FOR MANAGEMENT**

**TIME: 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Define Quantitative Techniques
2. Enlist the names of various operation research techniques.
3. What do you mean by Break Even Analysis.
4. Define function
5. What do you mean by differentiation?
6. State the normal equations used to obtain the regression equation of X on Y.
7. Give properties of Coefficient of Correlation 'r'.
8. Define Index Number.

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

- 9 (a) Explain the following functions:

i) Demand function ii) Production function

Or

- (b) Illustrate the various Quantitative Techniques used in modern times for business decision making. Support your answer using appropriate examples.
- 10(a) The demand function for a certain product is given by  $q = 120 - 3p$  where  $q$  denotes the quantity demanded for the product and  $p$  the price per unit of the product. The per unit production cost is Rs. 2. Determine the profit function of the company for this product?

Or

- (b) Define Matrix. Explain the different types of matrices with examples.
- 11(a) Define business forecasting. Explain the various methods used in business forecasting.

Or

- (b) From the following data calculate coefficient of correlation between X and Y series:

X	7	8	10	11	9	5	6	2	3	6
Y	10	12	8	2	4	3	5	2	4	7

- 12(a) What do you understand by Time Series Analysis? Briefly explain the components of time series.

Or

- (b) Define Index Number. Also explain the uses of index

numbers for the management, industry and the economy as a whole.

- 13(a) Define Normal distribution. Explain the characteristics of Normal Distribution

Or

- (b) In a certain manufacturing process, 5% of the tools produced turn out to be defective. Find the probability that in sample of 40 tools, at most 2 will be defective. [Given  $e^{-2}=0.135$ ]

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

A self service store employs one cashier at its counter. Nine customers arrive on an average every hour while the cashier can serve 10 customers in an hour. Assuming Poisson distribution for arrival rate & exponential distribution for service rate, find: i) Average number of customers in the system. ii) Average number of customers in queue or average queue length. iii) Average time a customer spends in the system. iv) Average time a customer waits before being served.

**BUS 1.3**

**M.BA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**BUSINESS ENVIRONMENT AND LEGISLATION**

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**TIME: 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Define culture? How does it influence business environment?
2. Give a brief note on Technology part
3. What are the objectives of economic planning
4. Give a brief note on MRTP ACT
5. Explain the function of stock exchange
6. State in brief the objective of industrial policy resolutions.1956
7. What is the instrument on monetary policy?
8. What is CSR?

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

9. (a) Define Business environment .how does Business environment analysis help in planning of business organizations?

Or

- (b) Explain the emerge trends in Business environment?
- 10.(a) Give a brief note on new industrial policy, 1991

Or

- (b) Describe the economic environment as it prevails today in our country?

- 11.(a) Define FISCAL Policy and analyze criticality the recent Fiscal policy of Government of India?

Or

- (b) Explain the legal environment in India

- 12.(a) Give of brief note on Competitive Act 2002

Or

- (b) Appreciate the need for ethics and assess whether or not Our business men are Ethical

- 13.(a) Explain culture environment and it impact on Business?

Or

- (b) Discuss about the international economic institution

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

14. **Case Study:**

Tech Solutions Inc is a rapidly growing tech company known

for its innovative software solutions. The company has a strong emphasis on performance and has a competitive work culture. Recently, the company has been facing increased pressure to meet its quarterly revenue targets. In a board meeting, the CEO, Sarah Johnson, presented a proposal that raised significant ethical concerns Sarah Johnson proposed a new strategy to boost revenue for the upcoming quarter. She suggested that the company should release a software update that contains several minor but easily fixable bugs. These bugs, although not critical, could lead to user frustration and inconvenience. However, Sarah argued that the company could save time and resources by not fixing these bugs immediately, allowing them to focus on developing new features and meeting their revenue targets She emphasized that competitors were taking similar shortcuts to boost their numbers. The head of the development team, Alex Martinez, immediately voiced concerns about this strategy, editing ethic issues and potential damage to the company's reputation Sarah responded by saying that the bugs were minor and that they would address them in a future update but the immediate priority was to meet their financial targets

**Question:**

1. How might releasing software with known bugs affect Tech Sanitation and customer that?

2. As a member of the development team, what ethical responsibilities does Alex Martinez have in this situational?

3. If you were in Alex Martinez position, how would you approach this ethical dilemma and what steps would you take to address it?

**BUS 1.4**

**MBA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**ACCOUNTING FOR MANAGERS**

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**TIME: 3 Hrs.**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Managerial Accounting
2. Process of decision making
3. CVP analysis
4. Semi variable cost
5. Rolling budgets
6. Target costing
7. Cash flow statement
8. Current ratio

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

- 9.(a) Explain the nature and scope of managerial accounting. How does it differ from financial accounting?

Or

- (b) Discuss the role of managerial accounting in the Decision-making process within an organization. Provide examples.

- 10.(a) Explain the concept of cost behavior and the classification of costs into fixed, variable, and semi-variable categories.

Or

- (b) Describe the principles and applications of Cost-Volume-Profit (CVP) analysis and break-even analysis.

11. a) How does variance analysis contribute to performance valuation within an organization, and what are the key benefits of using variance analysis to assess performance?

Or

- (b) Compare and contrast the capital budgeting techniques, specifically Net Present Value (NPV) and Internal Rate of Return (IRR).

- 12.(a) Discuss the concept of short-term decision making, particularly focusing on "Make or Buy" and "Special Order" decisions. Provide a real-world example for each scenario, and explain the key factors and considerations that managers should take into account when making such decisions.

Or

- (b) In the context of limiting factors and decision making under constraints, discuss how a company can optimize its product mix when faced with limited resources.

- 13.(a) Discuss the ethical considerations in managerial accounting practices. How ethical decision-making can impact an organization's long-term success?

Or

- (b) Explain the concept of environmental and social accounting for sustainable business practices. How does sustainable accounting contribute to reputations?

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

14. **Case Study:**

The XYZ Corporation's Sustainability Dilemma  
Background: The XYZ Corporation is a multinational manufacturing company known for its innovative products. Recently, the company has come under scrutiny for its environmental practices, with environmental activists and stakeholders expressing concerns about its impact on the environment and local communities. The corporation's management is now faced with ethical and sustainability challenges.

**Case Scenario:**

**Part 1: Ethical Considerations in Managerial Accounting:**

**Situation:**

The XYZ Corporation has been facing increased pressure from its shareholders to improve profitability, and the

management is considering implementing cost-cutting measures. One of the proposed measures is to reduce spending on environmental compliance measures, which could result in potential environmental violations.

**Questions:**

1. Analyze the ethical dilemma faced by the XYZ Corporation. What are the ethical considerations for the management when deciding whether to reduce spending on environmental compliance? How might this decision impact the company's stakeholders, reputation, and long-term sustainability?
2. Discuss how the management can address the ethical concerns while still meeting profitability goals. What ethical principles and frameworks should they consider in making this decision?

**MBA DEGREE EXAMINATIONS**  
**FIRST SEMESTER**  
**BUSINESS COMMUNICATION**

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**TIME : 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Media of communication
2. Silence
3. Intra personal communication
4. Interpersonal communication
5. Meaning of Communication
6. Audio visual communication
7. Improving G.D. Skills
8. Drafting Report.

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

- 9.(a) How to develop listening skills?  
Or  
(b) How to improve non-verbal communication skills?

**BUS 1.5 A**

- 10.(a) Explain the process of intra-personal communication

Or

- (b) Write a note on interpersonal communication tools?

- 11.(a) Explain the use of technology in business communication

Or

- (b) How to improve writing skills?

- 12.(a) Explain the types and stages of presentation.

Or

- (b) What are the types of research reports

- 13.(a) Explain the role of emotion in interpersonal communication?

Or

- (b) Barriers to communication ----- comment..

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

14. **Case Study:**

Giridhar had come a long way from when he joined R.P. Communications (having a turnover of Rs. 20 lakhs) as a trainee artist in 1995 and today he had come to occupy the position of Creative Head at R.P. Communications (with a turnover of Rs. 15 crores). As a young trainee (in 1995), Giri (as Giridhar is addressed by his colleagues) has been an

amicable personality, he had always displayed keenness to gain knowledge – learn more, many-visible traits of creativity – in the sense try to make “unique”/different from others presentations, willing to share information and so on. It was typically these qualities of Giri which made him approachable to others and appreciated by one and all and also saw him rising in the organisation structure.

Nicky Tanwar, the Creative Director at R.P. Communications, who had known Giri right from the time he had joined R.P. Communications as a trainee, was surprised and recalling the contents of the just-concluded meeting with the members of the creative team at R.P. Communications. Meena (a recent recruit at R.P. had said: “Madam, Giri sir, scares the hell out of us by re~using to listen to our point to view”. Raj an executive at R.P. Communications had revealed “Madam, Giri withholds important information from us, and creates conflict when he has to interact with other teams at R.P”.

Mohan, a senior creative manager at R.P. had said Giri, seems to have changed, he seems to prefer to adopt a forcing style, like a controller, and expects all the assignments to be completed before time, and doesn’t entertain any questions or queries from any of the creative team members. Nicky

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### **Questions for Discussion**

1. What do you think is the major cause of the problem in the above case?
2. Do you agree with Nicky that Role Ambiguity may have caused a change in Giri’s behaviour? Why?  
Can you suggest ways in which firms such as R.P. Communications can avoid such occurrences in future?



**MBA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**IT APPLICATIONS FOR MANAGEMENT**

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**TIME : 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. What are the features of modern computer?
2. Define Operating System
3. Define page break and process to add it.
4. Write formula to add values in range of cells in excel sheet.
5. What is the role of queries in database?
6. Write command to display all the files of a folder in windows command prompt.
7. What are the steps to add page numbers in a word file?
8. Discuss working of key board

**BUS 1.6 A**

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

9. (a) Classify the computer generations. Discuss their features.

Or

- (b) What are the various input/ output devices? Explain
10. (a) Explain working of windows and multitasking environment. Write the list and features of different windows operating systems marketed by Microsoft Inc. Define process manager.

Or

- (b) What are the different components of Microsoft Office? Explain major features of all of them.
11. (a) Explain need of mail merge. Discuss process to apply mail merge in MS word documents. What are the various options to add headers and footers in MS Word?

Or

- (b) How can you create your own design template in MS Power point? Discuss Auto content wizard.
12. (a) Discuss the need and process to use Macros in MS Excel. Elaborate

Or

- (b) Define Database. What are the various data types available

in MS Access? Write example queries to create table in MS Access.

13. (a) How the field of education, science and business is affected by the capabilities of computer?

Or

- (b) Explain the overview and features of Window XP.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

14. **Case Study:**

Mega Ltd manufactured water heaters. In the first year of its operations, the revenue earned by the company was just sufficient to meet its costs. To increase the revenue, the company analysed the reasons behind the less revenues. After analysis, the company decided: • To reduce the labour costs by shifting the manufacturing unit to a backward area where labour was available at a very low rate • To start manufacturing solar water-heaters and reduce the production of electric water heaters slowly. This will not only help in covering the risks but also help in meeting other objectives.

a) Identify and explain the objectives of management discussed above. b) State any two values which the company wanted to communicate to society.

**BUS 1.7**

**M.BA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**MANAGERIAL ECONOMICS**

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**TIME : 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Differentiate between Micro economics and Macroeconomics.
2. What is price elasticity of demand? How it can be measured?
3. What is opportunity cost?
4. Define indifference curve.
5. Explain the phases of Recession and Depression in a trade cycle.
6. Define Hyperinflation?
7. What are the various instruments of monetary policy?
8. What are selling costs?

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

9. (a) What is Managerial Economics? Discuss its scope.  
Or  
(b) What is the role of managerial economics in decision making?
10. (a) Discuss the cost output relationship in long run.  
Or  
(b) Explain the relationship between Total Revenue, Average Revenue and Marginal revenue.
11. (a) Explain various pricing methods.  
Or  
(b) What are the various measures to control inflation?
12. (a) Explain different pricing.  
Or  
(b) Explain the Break-even method
13. (a) Explain equilibrium of a firm under monopoly.  
Or  
(b) What are the motives for holding cash?

## SECTION C - (1 x15 = 15 marks)

### Compulsory

14. **Case Study:**

The Wii is a video game console made by Nintendo. It seems that this is the one of the most successful consoles made by Nintendo to date, and it is the successor to the Gamecube. The Wii is Nintendo's fifth home video game console. The Wii is a very interesting console, having WiFi online capabilities, wireless controllers, and blue-tooth. The Wii is different than other video game consoles launched by Nintendo in the past due to many reasons, but the main one is the controller. The controller has revolutionized gaming. The controller uses a miniature eyroscope inside of it to detect its orientation, and a sensor bar attached to the Wii console to detect where it is in 3D space. The controller can be used much like a mouse, as things on the screen can be manipulated simply by pointing and pressing a button, but instead of moving the controller on a flat surface, a person can simply point the controller at the TV much like a TV remote. By this merit, the controller has become simple, and it gives game developers something new to toy with. Nintendo packaged a game with the system called Wii Sports, which features 5 different minigames: baseball, boxing, bowling, tennis, and golf, each having the player using the controller as if they

were playing the actual game. For example, you would swing the remote as if it was a tennis racket in tennis. On September 14, 2006, Nintendo released information for Japan, North and South America, Australia, Asia and Europe, including dates, prices, and projected unit distribution numbers. It was announced that the majority of the 2006 shipments would be allotted to the Americas. The media hype began immediately. The Wii was launched in the United States at \$249.99 on November 19, 2006, two days after the PS3 was released in North America. It was later launched in the United Kingdom on December 8, 2006 at £179 The Wii was launched in South Korea on April 26, 2008 and in Taiwan on July 12, 2008. The UK suffered a widespread shortage of console units as many high-street and online stores were unable to fulfil all pre-orders by Christmas 2006. Some UK stores still had a shortage of consoles by March of the next year. The market lead is largest in the Japanese market, where it currently leads in total sales, having outsold Playstation 3 and Xbox 360 by factors of 2:1 to 6:1 nearly every week from launch until November 2007. In 2008, the Wii was the best-selling home console in Japan with 2,908,342 units sold. In Australia, the Wii exceeded the record set by the Xbox 360 to become the fastest-selling game console in Australian history. In the North American market lifetime-to-date sales for the Wii have reached 30

million in the North American market alone since the console's launch in November 2006. Demand still outpaced supply in the United States as of June 2007. In October 2008, Nintendo announced that between October and December 2008 the Wii would have its North American supplies increased considerably from 2007's levels, while producing 2.4 million Wii units a month worldwide, compared to 1.6 million per month in 2007. Unfortunately for consumers, it took until March 2009 (and 48 million units) to make Wii available to those who want to walk into a retail store and pick one up. While Microsoft and Sony have experienced losses producing their consoles in the hopes of making a long-term profit on software sales, Nintendo reportedly has optimized production costs to obtain a significant profit margin with each Wii unit sold. Nintendo reported on May 7, 2009 increases in operating profits for its fiscal year (April, 2008 - March 31, 2009), and a rise in sales setting record earnings compared to the previous year. On September 23, 2009, Nintendo announced its first price drops for the console. In Japan, the price dropped from ¥25,000 to ¥20,000, effective October 1, 2009. In the United States, the price was reduced (in eurozone nations), the price of a Wii console dropped to \$199 from \$249. Nintendo sold more than three million Wii consoles in the U.S. in December 2009, setting a regional record to \$199, effective September 27, 2009. In

Europe (excepting nonrecord for the month and ending 9 months of declining sales, as a result of the price cut and software releases such as New Super Mario Bros. Wii. As of the end of that month, the Wii was the best-selling home video game console produced by Nintendo with sales of over 67 million units, surpassing that of the original Nintendo Entertainment System. As of June 30, 2011, Nintendo has sold 87.57 million Wii consoles.

**Questions:**

1. Would the demand for the Wii console be relatively inelastic or relatively elastic? State why?
2. Would the supply for the Wii console be relatively inelastic or relatively elastic? State why?
3. Draw the demand and supply curves as you have described them.
4. Can you suggest a reason why Nintendo dropped the price of the Wii Console in late 2009? How would you expect this to affect revenues?

**BUS 1.8**

**MBA DEGREE EXAMINATIONS**

**FIRST SEMESTER**

**E-COMMERCE**

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**TIME : 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Brick and mortar model
2. E-commerce
3. E-distributor
4. Why is Bitcoin so controversial?
5. Components of CRM in E-commerce business.
6. SCM in E-commerce business
7. E-supply chain business model.
8. Online career services

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

9.(a) What is e-commerce? Discuss B2B2C and C2B2C model giving proper examples.

Or

(b) Define Electronic Data Interchange. What are the

components of Electronic Data Interchange?

10.(a) Explain how SSL protocol is used for secure transaction. Explain the advantages of e-commerce.

Or

(b) What role does SCM play in Business to Business model i.e B2B e-Commerce.

11.(a) Discuss e-governance. Explain the Business to Administration model.

Or

(b) Discuss in brief virtual auction. Explain the differences between virtual auction and reverse auction.

12.(a) Write short notes:-

a) RSA algorithm.

b) Trade cycle and describe the different stages of a Trade cycle.

Or

(b) Define digital cash or e-cash. Explain with example how an online banking system works.

13.(a) Explain the ways and means of protecting online website operations from hackers.

Or

(b) a) Distinguish between SSL and SET protocol.

b) Explain EAN coding system for EDI message.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Examine the experience of shopping online versus shopping in a traditional environment. Imagine that you have decided to purchase a mobile phone (or any other item of your choosing). First, shop for the mobile phone in a traditional manner. Describe how you would do so (for example, how you would gather the necessary information you would need to choose a particular item, what stores you would visit, how long it would take, prices, etc.). Next, shop for the item on the Web or via a mobile app. Which did you prefer and why? Compare and contrast your experiences.

**BUS 1.9**

**MBA DEGREE EXAMINATIONS  
FIRST SEMESTER  
TECHNOLOGY MANAGEMENT**

**TIME : 3 Hrs**

**Maximum: 70 Marks**

**SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. Process Technology
2. Innovation Vs. inventions
3. Technology Push
4. Intellectual Property
5. Technology Leaders.
6. Market Signals
7. Revocation of Patent
8. Technology Environment

**SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

9. (a) What is the significance of "Technology Forecasting in formulation of "Technology strategy"? Discuss detail the various methods of Technology Forecasting.?

Or

- (b) What are the basic conditions for patentability an invention? With help of a diagram, explain the procedure for award of patents.
- 10.(a) What is the role of various government organizations in technology development in Indian context? Why co-operation between government and industry is important in case of developing nations?

Or

- (b) What do you understand by diffusion of technology? Discuss S-curve of diffusion and factors affecting the diffusion process.
- 11.(a) What is the impact of globalisation on technological environment? How come TRIPS has affected India in this context?

Or

- (b) Write a note on the following:
- (a) impact of Technological change Productivity.
- (b) Strategic Technological Alliances.

- 12.(a) In what way Innovations affect the business environment? Why?

Or

- (b) The Nano car introduced in April 2009 is affecting the business environment of small cars segment. Explain.
- 13.(a) What are the advantages of becoming the first in technology



in a particular industry?

Or

- (b) As a manager in charge of the relevant function in a financial institution, what criteria would you like to keep in mind in evaluation R& D projects? Explain.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Started in 1965, Chemco is a leading manufacturer of car batteries in the U.K. market. Since then, it has been under the charge of Mr. Jones, the founder –owner of the firm. In 1999, the company decided to go for a diversification by expanding the product line. The new product was batteries for fork-lift trucks. At the same time, Mr. Mark was appointed the senior vice-president of marketing in the company. However, soon after its successful diversification into fork-lift batteries, the sales in this segment began dropping steadily, Mr. Mark wanted to introduce some radical changes in the advertising and branding of the new business but the proposal was turned down by the old fashioned Mr. Jones. At this juncture in 2002, the firm is losing heavily in the fork-lift batteries business and its market share in car business is also on a decline. Mr. Jones has asked Mr. Mark to show a turnaround in the company within a year. What steps should Mr. Mark take to take the company out of its trouble,

## BUS (2.1)

### MBA DEGREE EXAMINATIONS

#### SECOND SEMESTER

#### BUSINESS LAW

(w.e.f. 2023-2024 Academic Year admitted batch)

TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. A asks B to beat C and promises to indemnify B against the consequences. B beats C and is fined Rs.1,0000. Can B claim Rs.1,0000 from A? Services marketing
2. A purchases a beautiful double door Refrigerator from B for Rs 15,000. A finds later on that the Refrigerator does not make ice. Can he reject it and recover his money? New product development
3. Under an agreement, a manufacturing company, M, was to supply 5000 shirts to Dew Ltd at the rate of Rs.120/- per shirt on April 15. Due to an increase in the cost of the raw-materials, M realized that it would not be able to supply the shirts at the stipulated price. M informed Dew Ltd on March 15 that it would not be supplying the shirts at the mentioned price. What are the legal course

available to Dew Ltd? Sales promotion

4. A lends his motor-car to B for a drive by him only. B allows his daughter C, who is an expert car driver, to drive the vehicle. C drives the car carefully but the axle suddenly breaks and the car is damaged. Is B liable for the damage?
5. Discuss about the bailee's particular and general lien.
6. Explain "Deficiency" as per the Consumer Protection Act, 1986
7. What is supervening impossibility? Explain the legal provisions.
8. Under what circumstances can a finder of goods sell the lost goods?

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9(a) Write the rights of a consumer  
Or  
(b) Explain how an agency is created by implication
- 10 (a) Discuss the bailee's duties and responsibilities.  
Or  
(b) Mr. C.R. Das is a transport contractor and has a proprietary firm in Cuttack by the name of M/s CRD & Sons. He has two trailers of Ashok Leyland make. He purchased a third

trailer at a sum of Rs.4.75 lakh. This trailer did not give satisfactory service and started giving trouble on account of manufacturing defects. He filed a complaint before District Forum, Cuttack against M/s Ashok Leyland for defects in the trailer. Will Mr. Das succeed to get back the cost of the trailer from the manufacturer?

- 11 (a) Even without consideration, there can be a valid contract. Explain when?

Or

- (b) Under what circumstances can a finder of goods sell the lost goods?

- 12 (a) What do you understand by the principle of “Caveat Emptor”?

Or

- (b) A goes to a bookseller and selects certain books. He arranges with the bookseller the supply of the books next morning by a servant of the shop and month’s credit for payment. The books are destroyed in a fire on the same night. The bookseller demands payment from A. A wants to avoid payment. Can you help him?

- 13 (a) All the seven signatures of a Memorandum of Association (MOA) were forged by a person and a certificate of incorporation was duly obtained. Is the certificate of

incorporation valid?.

Or

- (b) A company was promoted to carry on the business of crop-spraying from the air. X, one of its promoters, held bulk of its shares and was its Managing Director. Subsequently the company entered into a service agreement with him and engaged him as its chief pilot also. While piloting one of the aircrafts of the company, in the course of latter’s business, he was killed in an air-crash. His wife has claimed compensation under the provisions of the Workmen’s Compensation Act. The claim is being resisted by the solicitor of the company who contends that X and the company were one and the same person and as a person cannot employ himself, no compensation is payable..

### **SECTION C - (1 x15 = 15 marks)**

#### **Compulsory**

- 14 **Case Study:**

All agreements are contracts if they are made by free consents of the parties, competent to contract, for a lawful consideration and with a lawful object and are not hereby expressly declared to be void”. Discuss the various elements of a valid contract inherent in this sentence. Illustrate your points with some illustrative examples in each case.

## BUS (2.2)

### MBA DEGREE EXAMINATIONS

### SECOND SEMESTER

### FINANCIAL MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. What is net present value
2. What is net present value?
3. What are mutually exclusive projects?
4. What are the bonus shares?
5. What is trading on equity?
6. What is the difference between merger and amalgamation
7. What is seasonal working capital?
8. What are the retained earnings?

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What is capital budgeting? Which are the various techniques of capital budgeting?  
Or  
(b) Describe the basic procedure used to value a bond that pays interest annually and semiannually
- 10(a) What are the long term sources of finance? Give various sources from which the long term funds can be raised?  
Or  
(b) Mr. XY is considering the purchase of new equipment. Two type of equipment are available A and B. A involves Rs. 20,000 initial cost and B has cost of Rs. 30,000. Each system has 15 yr. life and no salvage value. The CFAT for yrs 1 through 15 for A Rs 4,000 and for B Rs. 6,000. Which equipment should be chosen as per NPV method assuming 14% cost of capital
- 11(a) what is lease financing? Give various types of lease financing?  
Or  
(b) Explain EBIT / EPS analysis with an example.
- 12 (a) What is working capital? Give various sources from which it

can be financed?.

Or

- (b) Critically examine Modigliani and Miller theory of capital structure and firm valuation
- 13(a) What is dividend policy? Which factors are kept in mind while deciding a dividend policy?

Or

- (b) Which are the major factors responsible for mergers and acquisitions? State some of the recent acquisitions by Indian companies abroad?

### **SECTION C - (1 x15 = 15 marks)**

#### **Compulsory**

14. **Case Study:**

A closely- held plastic manufacturing company has been following a dividend policy which can maximize the market value of the firm as per Walter's model. Accordingly, each year at dividend time the capital budget is reviewed in conjunction with the earnings for the period and alternative investment opportunities for the shareholders. In the current year, the firm reports net earnings of Rs. 5,00,000. It is estimated that the firm can earn Rs. 1,00,000 if the amounts are retained. The investors have alternative investment

opportunities that will yield them 10 per cent. The firm has 50,000 shares outstanding. What should be the D/P ratio of the company if it wishes to maximize the wealth of the shareholders?

## BUS (2.3)

### MBA DEGREE EXAMINATIONS

#### SECOND SEMESTER

#### MARKETING MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. Concept of Marketing
2. Services marketing
3. Buying decision process
4. New product development
5. Channels of distribution
6. Sales promotion
7. Viral marketing
8. Ambush marketing

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) Define Marketing and discuss its significance in the Modern world?  
Or  
(b) Explain the Objectives of Marketing Management.
- 10 (a) What is meant by Market Segmentations? What are the criteria of successful Market segmentation?  
Or  
(b) Enumerate the stages of Product Life Cycle.
- 11(a) Explain the Objectives of Pricing Policy of a business firm  
Or  
(b) Is it essential to use an Advertising Agency?
- 12(a) Explain in brief the Five stages in the Buying Decision process  
Or  
(b) Describe the Marketing Mix for Service Industries.
- 13(a) What do you mean by On –Line Marketing? And also discuss the advantages of On – Line Marketing.  
Or  
(b) Explain the problems of Rural Marketing.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Indian Refrigerator Market India's Refrigerator market estimated at Rs. 2750 Cr. is catered mainly by 10 brands. The annual capacity is estimated at around 4.15 million units is running head of demand of 1.5 millions. As there is a demand and a surplus supply, all the manufacturers are trying out for new strategies in the market. Times have changed and also the buying behaviour of the customer. Earlier it was cash and carry system. Now dealers play an important role in selling; now the systems is exchange for old "bring your old refrigerator and take a new one with many gifts". A new company by name Electrolux has entered the market which has acquired Allwyn, Kelvinator and Voltas brand. Researchers have revealed that urban and city sales are declining and hence all manufacturers are trying to concentrate on rural markets. Electrolux strategy is customisation of market, with special attention to the Northern and Southern India markets, while Godrej the main player thinks that dealer network in rural market for sales and service will be beneficial and is trying to give more emphasis on dealer network, whereas Whirlpool has adopted the strategy of increasing the dealer network by 30%. The market shares of the major players are as follows: • Godrej 30% • Videocon 13% • Kelvinator 12% • Allwyn 10% •

L.G 1% • Others 1%

Questions:

1. Could the refrigerator market be segmented on geographical base planned by Electrolux?
2. What would be the marketing mix for rural market?
3. Would 125 L and 150 L models be an ideal choice to launch in rural market? (10marks)

## BUS (2.4)

### M.COM DEGREE EXAMINATIONS

### SECOND SEMESTER

### PRODUCTION AND OPERATIONS MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. Enumerate the objectives of Operations Management
2. What do you understand by the term 'value chain'?
3. Explain product process matrix.?
4. Define the term 'diseconomies of scale'.
5. Distinguish between centralized vs. localized purchasing.
6. Differentiate between core competence and core processes.
7. Compare and contrast quality circles and JIT.
8. Codifying srtores

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What are the different types of production processes?  
Discuss the advantages and disadvantages of each. When should each be used?  
Or
- (b) Discuss in detail the types of productions and operations systems.
- 10 a) Discuss the various ways in which a company can expand its' capacity? Explain the advantages and disadvantages of each  
Or
- (b) Classify the plant layout
- 11(a) Explain how an order quantity is determined using EOQ. What are the assumptions and limitations of the model?  
Or
- (b) Explain the process and types of purchasing methods
- 12(a) Define Statistical Process Control. Explain various Statistical Process control methods.



Or

- (b) Explain the selective inventory controlling techniques with examples..
- 13(a) What is purchase procedure? Discuss the essential steps for carrying out effective purchasing.

Or

- (b) Explain, in detail, the various methods of codifying stores

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

14. **Case Study:**

Demand for tomato soup at a supermarket is always 25 cases a day and the lead-time is always 4 days. The shelves were just restocked with tomato, soup, leaving an on-hand inventory of only 10 cases. No backorders currently, but there is one open order for 200 cases. What is the inventory position? Should a new order be placed?

## BUS (2.5 A)

### MBA DEGREE EXAMINATIONS

### SECOND SEMESTER

### HUMAN RESOURCE MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. 1. HR analysis
2. 2. MDP
3. 3. Induction and socialization
4. 4. Job description
5. 5. Career development
6. 6. Red hot stove rule
7. 7. Global HRM
8. 8. Career development

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) Define Human Resource Management & discuss the difference between Personnel Management and HRM

Or

- (b) Explain job analysis with examples
- 10(a) Explain in detail the process of recruitment & selection of the employees

Or

- (b) What is the difference between testing and interview.
- 11 (a) What are the different types of training methods. Explain any

Or

- (b) Explain the process of performance appraisal.
- 12(a) What MBO? Explain the process of MBO

Or

- (b) What is communication? Explain the importance of communication in HRM
- 13(a) Explain the meaning of career planning. How individual

career development starts?

Or

- (b) Define QWL? What are the strategies for improvement of QWL

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counsellor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they

are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he used to be in the past. She noticed some behavioural changes with him. During general conversations, she feels that Franklin is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she does not know this before she also revealed her current experience with him. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Mehta took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitation, opened his thinking in front of Mr. Mehta. The problem of Franklin is

- 1) when he comes alone to canteen the people from others don't even recognize him but if he accompanied by Harsha

## **BUS (2.6 A)**

### **MBA DEGREE EXAMINATIONS**

#### **SECOND SEMESTER**

#### **RESEARCH METHODOLOGY**

**(w.e.f. 2023-2024 Academic Year admitted batch)**

**TIME : 3 Hrs**

**Maximum: 70 Marks**

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#### **SECTION - A (5\*3=15 M)**

Answer any FIVE of the following

1. 1. Meaning of research
2. hypothesis
3. research design
4. sampling techniques
5. ANOVA
6. correlation
7. data collection techniques
8. factor analysis

#### **SECTION B - (5 x 8 = 40 marks)**

Answer the following questions.

- 9 (a) What is research? Explain the with a diagram
- Or
- (b) What is hypothesis and explain the types of hypothesis
- 10(a) What is research design? Explain different types of research design features and types with examples?
- Or
- (b) What is planning and Explain the process of planning.
- 11(a) What is sampling? Explain probability sampling methods.
- Or
- (b) Explain the types of data collection techniques used in Research
- 12(a) Explain in detail, Time series analysis and Forecasting. Also discuss the various graphical techniques of data analysis available in SPSS and MS-EXCEL.

Or

- (b) Discuss the utility and effectiveness of various Tests of significance. How does SPSS/Excel help in implementing these?
- 13(a) Discuss the main points to be kept in mind while drafting a business project report. What is the importance of Chapter on Data Analysis & Interpretation?

Or

- (b) Discuss the importance of selecting research problem.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Chandigarh is an upcoming cosmopolitan city in the north of India. It houses people from all over the country now-a-days and has people with varied culture and interests. With higher income at their disposal, the people of Chandigarh are now keener than ever, to undertake various tours across the country. There are several Travel agencies and Tour/Travel operators in the city. Sharma Travels had started its business just few months ago and was expecting to double or treble its business in the coming festive season or the later holiday season. In this highly competitive business arena, Mr. Sharma has decided to conduct a survey to determine how much business Chandigarh has to offer and also wanted to

know whether the residents are aware of Sharma Travels. He thought that this survey would also determine the effectiveness of his advertising strategies. Besides the above aspects, Mr. Sharma wants to gain additional knowledge on several facets such as peoples' travelling options, frequency of travel, their budgets, their satisfaction / dissatisfaction levels with their present travel agencies and other related characteristics. YOU as a student of management research are required to design a detailed questionnaire to satisfy Mr. Sharma's queries on the above mentioned aspects besides other facts, such as demographics etc. Which you think might be of additional help to Mr. Sharma in his venture.

## BUS (2.7)

### MBA DEGREE EXAMINATIONS

### SECOND SEMESTER

### ENTREPRENEURSHIP DEVELOPMENT AND START UP MANAGEMENT

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### Section - A

Answer any FIVE of the following

(5\*3=15 M)

1. Entrepreneur s intrapreneur?
2. Innovative Entrepreneur
3. Decision Making
4. Indian Culture Values
5. objectives of entrepreneurial training.
6. ASSOCHAM
7. Startup management
8. Seed capital

#### Section – B

Answer all questions

(5\*3=15 M)

9(a). What is the need for entrepreneurship development? Explain the role of family and society in entrepreneurship development.

(Or)

(b) Bring out the role and methods of entrepreneurial development training.

10(a) Describe the industrial policies and regulations for entrepreneurship development.

(Or)

(b) Explain briefly the role of IFC and IDBI in the entrepreneurship development

11(a) Explain the role of entrepreneurship in economic development. What are the barriers to entrepreneurship?

(Or)

(b) Discuss Entrepreneurship as a Career. What are the factors favouring entrepreneurship as a career option?

12(a) Explain the steps in launching of small business

(Or)

(b) Define incubation. Discuss the services offered by incubators.

13(a) Enumerate the signals of incipient sickness.

(Or)

(b) Write a detailed note on monitoring and evaluation of small business along with its methods and tools.

SECTION – C

(Compulsory) (1\*15=15M)

#### 14. Case Study

Sabeer Bhatia, the co-founder of Hotmail is the recipient of the “TR 100” award presented by MIT to 100 young innovators who are expected to have the greatest impact on technology in the next few years. He won several laurels- ‘Elite 100’ list of top trend setters in the New Economy by Upside Magazine, ‘People to watch’ in International Business by TIME (2002), “Entrepreneur of the Year by venture capital firm.

Born in Chandigarh, India, he completed his early schooling at Bangalore, in schools with ethical values. His parents were both professionals; father, Baldev, a senior officer in Ministry of Defence, and mother, Daman, a senior official in the Central Bank of

India, who attached great value to education. He has been a brilliant student who would solve problems on the blackboard. He was a perfectionist and would feel miserable if he was unable to write everything he knew in his answer book during an exam, due to limited time. He has also been entrepreneurial during his school days and once opened a sandwich shop. He joined the Birla Institute of Technology, which he left to study at California Institute of Technology after winning full scholarship. He completed his masters from Stanford University and joined Apple, where he worked for nine months. He had an urge to do something unique using the net, and he came up with Javasoftware a method of using the web to create a personal database, where people could preserve their personal things. He shared his plan with his colleague Jack Smith, who suggested e-mail to Javasoftware. Bhatia worked the whole night

## BUS (2.8)

### MBA DEGREE EXAMINATIONS

### SECOND SEMESTER

### BUSINESS INTELLIGENCE

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. Business intelligence issues
2. Data warehousing
3. Uses of Business Intelligence
4. SAS
5. Hubspot
6. Pentaho database integrated products
7. Tablaeu
8. Basic parameters of Business Intelligence Platforms

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) What is business intelligence? How does it works?

Or

- (b) What are the benefits of business intelligence and explain the recent trends in business intelligence.

- 10(a) What is big data? How does big data different form data mining

Or

- (b) What are the challenges with business intelligence implications and why business need a business intelligence reporting tool?

- 11(a) Explain the best way to collect data to choosing the best intelligence tool?

Or

- (b) What are the key elements of a valuable business intelligence solutions?

- 12(a) What are the five major stages of enterprise business



intelligence platforms

Or

- (b) Explain the major components of a business intelligence system..
- 13(a) what are the areas for expert system applications?

Or

- (b) Design Business Intelligence system for fraud detection. Explain all Steps from data collection to decision making.

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

An innovative chain of hotels wants to analysis and improve its performance usig several performance indicators - quality of rooms, service facilities, check in, breakfast, popular time of visits, duration of stay etc., for this case study design business intelligence system, clearly explaining all steps from data collection to decision making.

## BUS (2.9)

### MBA DEGREE EXAMINATIONS

#### SECOND SEMESTER

#### CYBER SECURITY

(w.e.f. 2023-2024 Academic Year admitted batch)

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TIME : 3 Hrs

Maximum: 70 Marks

#### SECTION - A (5\*3=15 M)

Answer any FIVE of the following

1. Meaning of information security
2. Security risk analysis
3. Copy right law in cyber security
4. Requirement of digital signature system
5. www policies in cyber security
6. e-mail security policies
7. backup security measures
8. virtual private network

#### SECTION B - (5 x 8 = 40 marks)

Answer the following questions.

- 9 (a) explain cyber law in India and IT Act 2000 provisions  
Or  
(b) Explain the main techniques hackers can use to get hold of your password
- 10(a) What is cyber stalking? Name the two types of stalkers and explain stalking works.  
Or  
(b) What is e-mail scams? How to prevent those scams?.
- 11(a) What is phishing? What are the different methods of phishing?  
Or  
(b) What is the difference between passive and active attacks provide tools as examples.
- 12(a) Explain the national cyber security policies and strategies?  
Or  
(b) Explain the Do's and Don't's for posting content on social media platforms.
- 13(a) what is big data? And what are the security issues and its

challenges?

Or

- (b) What is identity theft? Explain different types of identity theft

**SECTION C - (1 x15 = 15 marks)**

**Compulsory**

**14. Case Study:**

Identify different methods through which creativity can be nurtured.